

WORLD NEWS

EUROPE

German 'leadership' praised by Clinton

By Gerard Baker in Berlin

US President Bill Clinton said yesterday the US had no stronger ally in the world than Germany and praised the German government for the leadership role it had played in Europe and the world in the last few years.

Speaking to ecstatic crowds at a ceremony to mark the 50th anniversary of the Berlin airlift, Mr Clinton compared the spirit shown by Berliners in 1948 with that of modern Germany and urged the country to take on a greater leadership responsibility.

"Both Americans and Germans will always remember the lesson of what happened 50 years ago. We cannot relinquish the responsibility of leadership for the struggle for freedom never ends," he said. "It would be difficult to imagine a better friend or ally than modern Germany."

Mr Clinton used an emotional ceremony at Tempelhof Airport, the landing point in former West Berlin for the US and British aircraft in the 15-month operation, to emphasise US support for unified Germany's efforts to deepen European

integration. He went to extraordinary lengths to heap praise on Chancellor Helmut Kohl, who is four months away from an election which polls suggest he may lose. Mr Kohl said the German people would never be grateful to the US, Britain and the other countries that participated in the operation.

Yesterday's events also emphasised one theme of Mr Clinton's visit – to encourage Germany to fulfil its role as a political and economic leader. "How proud those who participated in the airlift must have been when



Bill Clinton shaking hands with a member of the German army big band yesterday

Reuters

Germany led the effort to unify Europe and when the modern equivalent of care packages were sent to Bosnia, Afghanistan and other places ravaged by war," he said.

After yesterday's ceremonies in Berlin, Mr Clinton went to see one of the more successful enterprises in the still struggling eastern Germany – the General Motors/Opel factory at Eisenach, in

Thuringia. Later he visited Wartburg Castle, the birthplace of Johann Sebastian Bach, and the place where Martin Luther began translating the Bible in the early 1500s.

Court upsets Sweden's anti-nuclear plan

By Tim Burt in Stockholm

Plans by the Swedish government to abandon nuclear power were thrown into disarray yesterday after the country's Supreme Administrative Court ruled that the decommissioning of Sweden's oldest nuclear reactor could be unlawful.

The court – considering an appeal against the closure from Sweden's largest independent power generator – effectively ended govern-

ment hopes of decommissioning the first of 12 nuclear reactors this summer by ordering a judicial review of the policy.

Sydkraft, the listed utility group which operates Barsebäck 1 – the first reactor earmarked for closure – hailed yesterday's ruling as a preliminary victory in its campaign to prevent the government from acting on the anti-nuclear vote of a 1980 referendum.

The decision marks the

latest twist in a long-running political and legal battle over the future of nuclear power in Sweden, which accounts for about half of the country's energy needs.

In spite of strong opposition from rival political parties, industrial leaders and Sydkraft, the ruling Social Democratic party pledged earlier this year to press ahead with the closure of the first reactor at the Barsebäck power station in southern Sweden. The

plant's second reactor was due to be closed in 2001, with the remaining 10 reactors to be phased out following the development of alternative sources of non-fossil fuel.

The prime minister, Göran Persson, yesterday admitted that the programme could not begin without legal approval, but he emphasised that he remained committed to phasing out nuclear power.

"The decision to proceed is based on a large majority in

parliament, but we must now await the court's final ruling," said Mr Persson.

The prime minister predicted the nuclear issue would figure prominently in Sweden's parliamentary elections in September, although he said the government "was not in a hurry" to proceed with the decommissioning.

The policy was formulated by the minority Social Democrat government partly for the political support of the anti-nuclear Centre Party.

Chirac warns on economic goals

By Robert Graham in Paris

President Jacques Chirac has warned that France would make a success of joining the euro only if taxes were cut, public spending lowered and the budget deficit further reduced.

The warning came when opening a conference organised by Les Echos, part of the Pearson group, and follow the launch of the euro two weeks ago. The gaullist president's comments look set to be a constant theme in coming months and contrast with the Socialist-led Jospin government's policy of balancing moderate reductions in the budget deficit with a slight rise in public spending to create jobs and sustain the economic recovery.

"I know it is easier to say than to do; but we must have fewer taxes, less public spending and less deficits," President Chirac urged.

On at least two recent occasions President Chirac has voiced a liberal view of economic policy that differs sharply from the government. However, yesterday his tone was less polemical and more distanced. At the same time Dominique Strauss-Kahn, the finance minister, who also addressed the conference, appeared to go out of his way to reassure business he had their interests at heart in preparing the 1999 budget.

Mr Strauss-Kahn said it was a top government priority to "break the spiral" of the state debt which is now reaching close to 60 per cent of GDP – the ceiling imposed by Maastricht treaty convergence criteria.

He also insisted the government intended to cut back the high obligatory social security and pension payments made by business.

Lebed learns the value of compassion

The former general is poised to sweep to victory in the race for governorship of Krasnoyarsk, writes Chrystia Freeland

"We've become non-people. The moral measure of a society is how it treats its old, its children, its infirm. We treat ours like pigs," Alexander Lebed, the general-turned-politician, rumbles in sympathy to a crippled pensioner's tale of woe. The former paratrooper's voice hardened and he booms out the message of his two-month-long political march through the Siberian wilderness: "I want to change all this. But to do it, I need power. Power is an instrument of change. If you want change, give that power."

On Sunday, the voters of Krasnoyarsk territory, a forbidding slice of Siberia more than four times the size of France, will decide whether Mr Lebed is the power he seeks.

If he wins, the charismatic reserve general makes no secret of his plans to launch a campaign for the presidency. Krasnoyarsk would make a formidable power base. As rich in natural resources as it is brutal in climate, the territory is home to some of Russia's most coveted companies: Norilsk Nickel, the world's largest nickel producer, a huge aluminum smelter and one of the world's largest hydro-electric dams.

Mastery over this Siberian land and its industrial behemoth would automatically give Mr Lebed a voice in

to Mr Zubov's 35 per cent, in the first round of polling in April. He owes his resurrection to a carefully orchestrated campaign which has suggested he might be as natural a politician as he is a soldier.

"When we arrived, we realised we would be locked out of the local media," explains Vladimir Yakushenko, the former general's sharp-suited press secretary. "So we decided we had to personally meet as many people as physically possible." So Mr Lebed stomped through Krasnoyarsk territory, travelling to 120 towns and villages, speaking to 130,000 people and covering 10,000 kilometres of rutted road in his mud-splattered white Volga.

Throughout, Mr Lebed has barked out his promise to restore order through strength of personality. But even in Siberia, this is the age of emotive politics and somehow, despite his forbidding mien, Mr Lebed has learned to moderate his thunderous message with the softer appeal of compassion. In countless villages he has patiently listened to the complaint of Russia's dispossessed. He has offered them a strong shoulder to cry on and has directed thousands of petitioners to his campaign headquarters, where he promises his battalion of lawyers will help them go to battle with the local bureaucracy.

"It is barbaric that at the end of the 20th century people are living without electricity," Mr Lebed tells

an elderly lady who complains of the harsh life in her village 200 kilometres north of Krasnoyarsk. "For people to live so badly in a land which is so rich means its rulers are either fools or thieves. I will change this."

The former general, who once held up Chilean dictator Augusto Pinochet as a role model and whose understanding of market economics has sometimes seemed fuzzy at best, has also worked hard to impress the court of Russia's nascent middle class.

Mr Lebed has courted the entrepreneurs of Krasnoyarsk, summoning them to an invitation only meeting this week where the hulking paratrooper humbly confessed: "I am not a businessman and know little about the subject." But he said he was willing to listen and promised to defend the country's spunky capitalists against their two biggest enemies: "thieving bureaucrats and lawless Mafia gangsters."

For centuries, the Kremlin had used Siberia as a dumping ground to silence its critics: the Czars exiled nobles who clung to banned religious tradition and Bolshevik revolutionaries to the Krasnoyarsk region. The Communists used it to imprison political dissidents.

On Sunday, Mr Lebed hopes to turn the table and if he wins, Krasnoyarsk will become the scourge of the Kremlin and become one of the favourites to win in the presidential elections in 2000.

W Europe car sales on the rise

By John Griffiths

Western Europe's car industry is preparing to revise upwards its forecasts of new car market growth, despite a fall in registrations in April on a year-on-year basis.

Officials of the European Automobile Manufacturers' Association (ACEA) said yesterday April's 1.7 per cent drop in registrations, the first this year, was mainly the result of Easter holidays falling in April instead of March as in 1997, cutting the number of sales days.

A 14 per cent drop in registrations in Germany, the region's largest single market, was also a one-off, according to ACEA, because car buyers had "pulled forward" purchases into March to escape a 1 per cent VAT rise from April 1. Adjusting for the distortions, underlying growth last month was about 6 per cent, said Jorge Schröder, ACEA's director of trade and economics.

April's downturn still left registrations for the first four months as a whole 8.1 per cent higher than in 1997 and well above industry

expectations. ACEA has already revised upwards its forecast of sales this year, to 2 per cent above last year's 13.4m, and is likely to do again at the end of May, said Mr Schröder.

ACEA statistics showed the Volkswagen group, which includes Audi, Seat and Skoda, further tightened its grasp on the region's market leadership, coming within less than percentage point of a 30 per cent market share – an industry first for any manufacturer. VW's 19.1 per cent share in April compares with 17.8 per cent in the same month a year ago. With market share for the first four months of 17.4 per cent, VW is more than five percentage points clear of its nearest rival, Italy's Fiat group.

Last month's big losers were General Motors, whose sales plunged year-on-year by 18 per cent; Ford, down 14.8 per cent and BMW, down 13.3.

Korean and Japanese companies seeking to offset weakness in Asia-Pacific markets made gains, Korean imports rising particularly sharply – by 33.4 per cent.

The Greens want to be junior partner in a coalition with the opposition Social Democratic party after Germany's September 27 election. But an opinion poll published yesterday by Forsa for the newspaper die Woche suggested they would be lucky to re-enter the Bundestag, the lower house of parliament. It put Green support at just 5 per cent, down from 11 per cent two months ago, against 46 per cent for the SPD and 38 per cent for all three parties in Helmut Kohl's centre-right government.

The Greens' condensed programme, to be submitted for approval by a special delegates' conference in Bonn on June 7, made clear the Greens had not abandoned the cause of "ecological tax reform". It said Germany's high 11.4 per cent unemployment rate was result of labour being too expensive and energy too cheap. Higher energy taxes would protect the environment and raise money to lower non-wage labour costs and so create jobs. The document declared lower taxes for small and middle income earners was a "central element" of Green policy.

RUSSIAN SHARES

Assurance to foreign investors

Russian officials promised yesterday that foreign shareholders of United Energy Systems would not suffer under a new law limiting foreign ownership to 25 per cent of the giant electricity generating company.

Boris Brevnov, former chief executive of the company and member of the board, was quoted as saying that UES will not consider confiscating shares from foreign investors who at present own some 30 per cent of shares. UES, one of the country's most valuable companies, is still 53 per cent government owned.

The influential presidential chief of staff, Alexander Litvinov, also weighed in, saying that President Boris Yeltsin remained opposed to the law even though he signed it last Friday, after his veto was overridden by parliament.

The president's position was that "investors' rights will be firmly protected and legal clashes will be settled in civilised fashion," Mr Litvinov said, adding that the government had no money to buy back the extra shares. Carlotta Gall

POLISH INDUSTRY

Gnome blast kills two

Polish prosecutors are investigating an explosion at a Polish garden gnome manufacturing plant on Wednesday night which left two men dead and three others seriously injured.

The blast at a factory near Nowa Sola in western Poland was reportedly caused by paint fumes and is the second incident of its kind in the area, which has a thriving cottage industry specialising in garden gnomes for the German market.

The gnomes are sold to tourists and truck drivers on the roadsides at prices lower than those in Germany. The trade has developed since 1989 and even led to charges of price dumping by German manufacturers. Sales have begun to fall off recently, with a fall in demand in Germany, and this has led to heightened competition among the Nowa Sola producers. Christopher Bobinski, Warsaw

EUROPE

Communist Nato vote is warning to Prodi

By James Boffi in Rome

Italy's Reconstructed Communists have again demonstrated their ability to unsettle the centre-left government by voting against a parliamentary motion to enlarge the North Atlantic Treaty Organisation.

The party voted late on Wednesday night against a senate resolution that ratifies the extension of Nato to include Poland, Hungary and the Czech Republic.

Despite the Communists'

move, the resolution was easily passed, helped by support from the centre-right coalition led by the former prime minister Silvio Berlusconi. The resolution is also certain to pass when it comes to the chamber of deputies in several days' time.

But although some ministers last night ridiculed the Communist vote, calling it an insignificant gesture, it has renewed the debate over how long Romano Prodi can continue to govern on the basis of a coalition of right-wing

ally antagonistic parties.

The Communists have 34 seats in the chamber of deputies and usually provide Mr Prodi with a narrow overall majority. Their vote on Wednesday was the first against the premier since it temporarily brought down his administration last autumn.

Until now, the party has been careful not to stir up trouble. It has wished to avoid accusations that it might threaten Italy's new reputation for political stability while the country has been applying for membership of the European monetary union.

But some political commentators believe Fausto Bertinotti, the party leader, could decide this autumn to demand new concessions from the government, threatening to vote against the 1999 budget if he is not appeased.

This speculation is intense because Mr Bertinotti knows that a political crisis in the first six months of next year

could not constitutionally lead to immediate elections, as these are the last six months in office for President Oscar Luigi Scalfaro.

The Reconstructed Communists' fear has always been that elections might lead to a rout for their party in opinion polls.

Ministers were yesterday confident that the significance of the Nato vote had been overplayed. One minister argued that the party had already voted for this

government's outline budget in recent days and that it would be "illegal" for it to stir up a fuss over the full budget later this year.

Any move to undermine the budget could also do significant internal damage because of a significant rift that has developed in recent months. Mr Bertinotti wants to take a more antagonistic approach to the government but Armando Cossutta, the party's president, believes it ought to be more co-operative.

Fugitive MP scandal hits Austrian right

By Eric Frey in Vienna

Austria's far-right Freedom Party and its leader, Jörg Haider, face a serious crisis after one of his parliamentary deputies fled the country under suspicion of embezzling Sch200m (\$16m).

Peter Rosenstingl disappeared on April 29 and left behind a bankrupt consulting firm and fraudulent loans to more than a dozen banks.

The scandal is putting Mr Haider on the defensive for the first time in years and tarnishing the image of Europe's most successful far-right party. After gaining nearly 30 per cent of the votes in elections to the European Parliament and the Vienna city government in 1996, the party is now clearly in third place with an opinion poll rating of around 20 per cent.

In an emergency meeting of the party leadership this week, Mr Haider fired the provincial party chairman for Lower Austria, Mr Rosenstingl's home, and forced two MPs to give up their seats temporarily because they had business dealings with the fugitive.

Mr Haider also announced changes aimed at tightening his control over party finances and rank-and-file members.

All party officials will have to sign a contract making them personally liable for breaking campaign promises or damaging the party's standing, he said.

Parliament has lifted Mr Rosenstingl's immunity to pave the way for an international arrest warrant, and the authorities said they are confident of finding him.

The political fallout could still be huge.

Mr Haider will be pressed to explain why he did not act on warnings by party members about Mr Rosenstingl's business dealings as early as 1994. As director of the firm Omikron, the fugitive used falsified papers to get bank



Haider: tightening control

loans for the companies of his brother, which were hovering close to bankruptcy.

He also took private investors by promising exceptional returns in non-existing overseas securities. Among his victims is his own provincial party, which now faces Sch150m in debt.

Mr Haider has had several run-ins with his party recently. In April, he reacted to a internal foul in Salzburg province by firing all elected officials, only to reinstate them when the rank and file rebelled.

One problem is finding enough qualified people to fill all the elected positions that the party has gained in recent years. When Mr Haider became leader in 1986, the party took just under 5 per cent of the vote.

Thanks to his anti-immigration and anti-European rhetoric, Mr Haider remains a formidable force. But at 48, the former youthful rebel is as far from power as ever.

The ruling Social Democrats and People's party have all but ruled out a coalition with Mr Haider and this would keep him in opposition after the next parliamentary elections in 1999. Political insiders speculate that he will return to his home base of Carinthia next year and campaign for the post of governor, from which he was ousted seven years ago after he praised Nazi Germany's employment policies.

Ukraine pressed to keep its budget cut promises

The strain is showing as Kiev tries to implement reform, reports Charles Clover

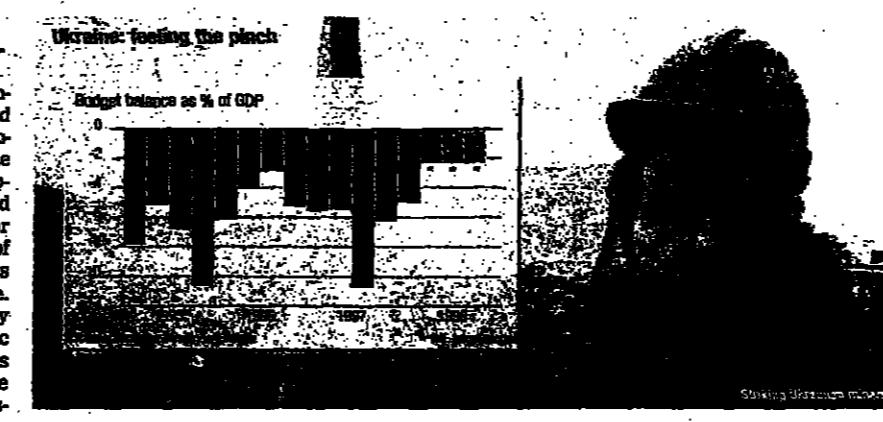
The troubled former Soviet republic of Ukraine was shoved into the world spotlight this week as it played host to the governors of the European Bank for Reconstruction and Development.

High on the agenda for the discussions, which centred on the progress of transition in the post-communist world, was Ukraine itself. The EBRD has rated Ukraine in the bottom five of 26 transition countries in terms of progress on market reforms, and many economists blame this inertia for its seven-year economic slide, one of the worst in the post-communist world.

Addressing the EBRD board on Tuesday, President Leonid Kuchma admitted that progress had been slow, but asked for patience. "Those who criticise Ukraine should take into account our special circumstances. We are burdened by a legacy of inefficient Soviet industries and central planning," he said.

The government is making a concerted effort to implement a package of reforms required by the International Monetary Fund as conditions for a \$2.5bn loan, a three-year extended fund facility (EFF). These include cutting the budget deficit, reforming the tax system, privatisation and bank reform.

"Ukraine's number one



problem is that the government is too large," said David Snelbecker, an economist at the Harvard Institute for International Development in Kiev. He estimated that the government sector accounted for 50 per cent of GDP, including local budgets and extra-budgetary finance.

Serhiy Tyhynko, deputy prime minister for economic reform, warned earlier this month that such large expenditures were unsustainable. He said the government might not be able to continue to finance its deficits, and must trim expenditures or face fiscal collapse.

The government has tackled the problem with a vigour that has surprised many analysts, who are used to seeing Ukraine make bold statements, then fail to live up to them.

Last month, the finance ministry cut state expenditures, which account for two-thirds of the total budget, by an astonishing 30 per cent, one of many so-called "prior actions" that the government must perform to win the EFF.

Overall, the IMF is asking Ukraine to cut its budget deficit in half for the rest of the year, from 14bn hryvnia (\$880m) in the first quarter to roughly 600m hryvnia for the next three quarters, in order to arrive at an overall budget deficit for the year of 3.5 per cent of GDP.

This month, a revised 1998 budget incorporating the 30 per cent cut will be submitted to parliament. If it is passed, along with a number of other reforms, Ukraine could start receiving the EFF as early as July.

But the reaction to the cuts has been swift. Last week, about 100,000 miners started a strike in protest at a one-third cut in subsidies to the coal industry, which last year amounted to some \$800m.

The most difficult step on the path to the EFF is likely to be parliamentary approval. Elections in late March resulted in a sharp increase in the number of leftwing deputies, who now occupy 40 per cent of the seats. They see Ukraine's salvation not in market reforms, but in greater state control.

Officials have gone to work trying to convince parliamentary leaders of the

necessity of the budget cuts and privatisation. Mr Tyhynko's comments caused a considerable stir, but he got the message across. "If the budget cuts are fair, we will support them," said Oleksandr Kushnir, a Communist deputy.

The IMF programme is also likely to threaten the vested interests of the many corrupt business people who haunt the shadow economy. One important piece of legislation, for example, would get rid of tax breaks which the cabinet has given out on an "ad hoc" basis, according to one economist.

Likewise, bank reforms and the implementation of a treasury system - taking government deposits out of the hands of commercial banks - would threaten the coterie of insiders that dominate the financial system.

Some experts are pessimistic about Ukraine's ability to make the tough decisions necessary to carry out the programme. Last January and February, the government appeared to have cut spending drastically in order to secure a \$385m IMF stand-by loan. But it turned out that it had simply stopped paying wages and pensions. Once this became apparent, the IMF suspended the programme.

The government's inability to implement the much simpler spending cuts has caused some experts to wonder why the IMF feels that Ukraine is ready for the EFF, a much more rigorous programme. But as one western diplomat puts it, unpopular economic reforms are always easier to implement after elections rather than before them.

The next few months therefore offer a critical window in between the parliamentary elections and the presidential elections, due in October 1998.

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INTERNATIONAL

Clinton urged to beef up emissions policy

By Leyla Bontan, Environment Correspondent

President Bill Clinton was yesterday urged by European politicians and US environmentalists to beef up US policy for tackling climate change.

Ahead of tomorrow's Group of Eight summit in Birmingham, Michael Meacher, the UK environment minister, warned that greenhouse gas emissions trading, favoured by the US,

was in danger of undermining the Kyoto protocol agreed in December.

The protocol requires the main industrialised powers to reduce their emissions – mostly from fossil fuel consumption – by at least 5 per cent by 2010.

But trading in greenhouse gas emissions would allow countries to achieve at least some of their obligations by buying surplus emission quotas from others.

The United Nations Com-

mission on Trade and Development said yesterday it had set up a formal framework involving private players such as the International Petroleum Exchange in London for developing the rules of trading.

Together with the United Nations Environment Programme, it also plans to set up an international panel for pooling expertise on economic instruments – ranging from trading to green taxation – to tackle

environmental problems.

Trading and progress on implementing the Kyoto protocol will be discussed at a meeting of officials in Birmingham, ahead of talks by all the world's governments in Bonn next month and in Buenos Aires in November.

The big fear of some European governments and environment groups is that, under a trading regime, the US would buy emission quotas from Russia without changing its own energy use

patterns. The US administration and experts who set up the country's domestic sulphur dioxide trading system to tackle acid rain, say formal curbs would hurt a trading system. Mr Clinton has also promised that the US would achieve some of its reductions at home.

But the soon package of tax incentives and subsidies with which he wants to promote new climate-friendly technologies appears

unlikely to receive the necessary support from Congress.

Phil Clapp, president of National Environmental Trust, US pressure group, said that, since then, Mr Clinton had not produced a single initiative for reducing US emissions. He urged Tony Blair, the UK prime minister, and Chancellor Helmut Kohl of Germany to press Mr Clinton for more action on climate change at Birmingham, as they had at the Denver summit last year.

Eritrea denies it invaded Ethiopia

By Robert Taylor, Employment Editor, in London

Negotiations are taking place on the introduction of ethical codes of conduct into global corporations in the energy sector, it emerged yesterday.

The Brussels-based International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM) is near agreement with a number of oil companies which would establish joint management-union councils and agreed monitoring procedures for enforcement of worker rights in their business operations.

Eritrea, which gained independence from Ethiopia in 1993, shares a long border with its bigger southern neighbour and both countries have for years been trying to chart their territories.

The statement by the foreign minister called on Ethiopia to calm and urged a negotiated settlement to the dispute.

Details are sketchy of

what actually took place, but

unconfirmed reports circulating in Asmara said clashes involved Eritrean tanks and Ethiopian paratroopers.

The neighbours have

enjoyed close political and economic ties since Eritrea

won independence from Ethiopia following a 1993 referendum, but a currency dispute which started last year

has soured relations.

Until November last year Eritrea used Ethiopia's birr currency, it then introduced its own nafta unit, saying this would establish its economic independence.

Days later Ethiopia announced business transactions with Eritrea would be

conducted in dollars and other hard currencies. Cross-border trade was affected and some diplomatic analysts link the sudden coolness in relations to the currency issue.

Commercial flights between Addis Ababa, the Ethiopian capital, and Asmara have been cancelled.

This would cover rights of

workers to join a recognised trade union of their own

choice and require management to "adopt a positive approach to union activities within the company and an open attitude to their organisation".

The agreement would also

commit the company to

uphold other core labour

standards recognised by the

International Labour Organisa-

tion, covering forced or

child labour and equality of

treatment. It requires "fair

wages and benefits that meet

at least legal or industry

minimum standards in the

country concerned".

A world policeman's lot is not such a happy one

Gerard Baker finds the US contrite about its role as global leader in the wake of the Asian crisis and India's nuclear tests

At last year's summit in Denver of the Group of Seven industrialised nations, the US intensely irritated everybody present with its insistent message of American triumphalism.

The strong performance of the US economy, American officials said, meant the US system was the only effective model for successful economic organisation for the twenty-first century.

At this year's summit in Birmingham, where the heads of government of the seven countries – the US, Japan, Germany, France, the UK, Canada and Italy, will be joined this weekend by President Boris Yeltsin of Russia for the full meeting – the US will be crowing less loudly.

This new-found humility has not come about because President Bill Clinton and his advisers are any less pleased with themselves and their economy. If anything, US economic success has blossomed further in the last year – with a sharp decline in unemployment, accelerating growth and near-zero inflation. Instead the softer tone owes much to a recognition that events have conspired to emphasise the limits of American triumphalism in 1998.

In the last year, international crises have under-

scored the vulnerabilities of even the US

Even more unnerving for the Clinton administration, setbacks at home – over fast track trade negotiating authority and increased funding for the International

International crises have underscored the vulnerabilities of even the US

Monetary Fund – have severely constrained Washington from playing the global economic leadership role the administration would like.

That means that, while at last year's summit the US spent much of its time trumpeting its economic achievements in the global economy, this year it will seek to demonstrate both to the other leaders and to its own sceptical audience at home,



Problems loom on world stage as India shatters nuclear consensus, Japan's economy hovers on the brink and Africa's human troubles proliferate

Colin Andrew Mearns

in all about improving education and training programmes.

Off the main agenda, several issues will dominate.

The Indian crisis is now likely to feature prominently.

Mr Clinton wants the other leaders to follow the US in imposing sanctions and in offering possible inducements to Pakistan not to follow India's lead. That may not prove easy, with Russia especially likely to balk.

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The US also plans to press

Japan hard to do more to lead Asia out of economic crisis, which will be an important element of the discussions. Mr Clinton will hold a bilateral session with Ryutaro Hashimoto, the Japanese prime minister today.

Officials say Mr Clinton will shift US pressure away from an insistence on a more stimulative fiscal policy, where they say Tokyo is at last making some progress, towards an emphasis on more concrete proposals for

sorting out the mess in the

banking system. Mr Clinton

will also hope to enlist the support of other leaders in the full summit to lean on the Japanese.

Other issues likely to come up will be Africa, especially how to reconstruct war-torn countries like Rwanda, economic progress in Russia, and the by now familiar theme of all international gatherings: the environment.

Philip Stephens, Page 14

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LEGAL NOTICES

INSURANCE COMPANIES ACT 1982

Notice of Appeal of Transfer of Business

Notice is hereby given pursuant to paragraph 16(2) of Part II of Schedule 20 to the above Act, that the Treasury have approved a transfer of certain general business from CNA Assurance and Life Assurance Corporation, p.l.c. to NUTS Shakespearian NV.

HM Treasury
London
11 May 1998

JAMES HUNT SIX (INSURANCE) LIMITED
Registered number: 498714
Former company name:
RAJA BROTHERS INSURANCE LIMITED
Date of commencement of business: 1986
Date of commencement of insurance business: 1986
Name of authorising officer:
PETER JOHN SINGAR
and
CHRISTOPHER JAMES
Joint Administrators
for
Insurer holds a 51% and 49% interest
in James Hunt Six (Insurance) Limited
from 1 January 1998.

The Lord Ordinary appoints the
Petition to be intimated on the walls in common form and to be advertised once in the Edinburgh Gazette and once in each of The Financial Times and The Herald newspapers and allows all parties claiming an interest to lodge Amicus curiae if so advised, within 21 days after such intimation and advertisement.

Norman Dowie DCS
All of which intimation is hereby given

Macly Murray & Spens
Solicitor for the Petitioners
3 Glenfus Street
EDINBURGH EH3 9AQ

INVITATION
TO EXPRESS INTEREST IN THE COMPANY UNITS OF THE GROUP CASE DI CURA RIUNITE S.R.L. IN EXTRAORDINARY ADMINISTRATION
(Law 3 April 1979, no. 86)

The Commissioners of the Group Case di Cura Riunite Srl in Extraordinary Administration (D.M. 14 February 1995), with head office in Bari, via Vassalli, 1, in that authorised by the Ministry of Industry (Vigilance Authority) with measures dated 10th February 1998.

WHEREAS

- The Group CASE DI CURA RIUNITE S.R.L. (hereinafter "CCR") operates in the health sector within the national health service scheme of the Puglia Region with 464 licensed and national health service beds, of which 30 beds for cardiac surgery, through the following Class A health structures:
 - VILLA BIANCO Clinic, located in Bari, via Scipione Africano 161; specialisation: cardiac surgery, cardiology; licensed and NHS beds: 80, of which 10 for cardiac surgery; property rights: ownership;
 - S. RITA Clinic, located in Bari, via Giulio Peirani 13/20; specialisation: dialysis, nephrology and general medicine; licensed and NHS beds: 14; property rights: 100, of which 49 NHS and 51 licensed; property rights: ownership;
 - VILLA DEL SOLE Clinic, located in Bari, C.so A. D. Gasperi 41/3; specialisation: urology, diabetes, general medicine; licensed and NHS beds: 80; property rights: ownership;
 - VILLA LUCE Clinic, located in Bari, S. Spirito, via Napoli 38; specialisation: general medicine, nephrology, dialysis; licensed and NHS beds: 50; licensed and NHS kidney places: 13; property rights: ownership;
 - SANTA CATERINA Clinic, located in Bisceglie (Bari), via Repubblica 50; specialisation: general medicine, nephrology, dialysis; licensed and NHS beds: 80; licensed and NHS kidney places: 18; property rights: ownership;
 - MATER DEI Clinic, located in Bari, via Amendola 208; specialisation: general and geriatric medicine; capacity: 480 beds; NHS beds 140; property rights: ownership;
- In addition to the beds listed above, CCR has also managed a further 26 beds, within a licensed and national health service structure, once located in the VILLA VERDE Clinic, and which, at the moment, are suspended awaiting the issue of the requested authorisation to reopen the same beds in the health structures owned.
- The Group CCR furthermore manages - in the delay of the stipulation of the new agreement - the de facto relations with the Ospedale Oncologico di Bari Istituto di Ricovero e Cura a Carattere Scientifico (Oncologic Hospital of Bari); this activity is partly exercised by the above mentioned MATER DEI Clinic, located in Bari, via Amendola 208.
- The Group CCR is furthermore the owner of the property called SANTA LUCIA, located in Bari, in an advanced state of construction and with a potential of approximately 450/500 beds.
- The improvement plan according to art. 2, comma 5 of Italian law 3 April 1979, no. 86 (Prod Law), approved with decree of the Ministry of Industry on 13 March 1997 (hereinafter, amongst other things, the completion of the property SANTA LUCIA and the transfer to the same of the majority of beds (and relative activities) present at some of the health structures listed under Point A), with further significant economy of scale compared to that up to now existing.
- For the Group CCR is furthermore the owner of the property called VILLA VERDE Clinic, located in Bari, via Vassalli 1, presently the legal and administrative headquarters of the Group CCR.
- The Commissioners intend to start the procedure for the sale of the company assets to the Group CCR excluding the total assets and liabilities concerning credit and debt prior to the company being placed in extraordinary administration, apart from operational debts and credits, with the maintenance of the employment levels laid down in the approved improvement plan.

Those parties having expressed their interest according to the above instructions within 60 days of the date of the publication of this notice, shall be able to:

- rely on the strict confidentiality regarding the existence and contents of their application, except in the case in which they explicitly declare that their application is to be referred to the attention of the other interested parties;
- obtain an information memorandum containing the essential details of the company object of the interest;
- obtain further information, including a copy of the appraisal report being prepared according to art. 6 bis of Italian Law no. 85/78, with the exception of any information the Commissioners consider covered by secrecy;
- make the necessary arrangements to be present at the meeting of the Group CCR.

Once the informative stage has been concluded, the Commissioners reserve the right to open a contest, the methods and conditions of which will be made public, for the sale of the company complex of the Group CCR.

This announcement does not constitute in any way:

- an offer to the public ex art. 1336 of the Italian Civil Code;
- an invitation to public saving, specifying that the object of the future sale will not in any way be composed, either directly or indirectly, of stock or securities of any kind.

This announcement and subsequent agreements are subject to Italian Law and jurisdiction.

The Extraordinary Commissioners
Dr. Raffaele Santoro
Prof. Avv. Paolo Vitucci

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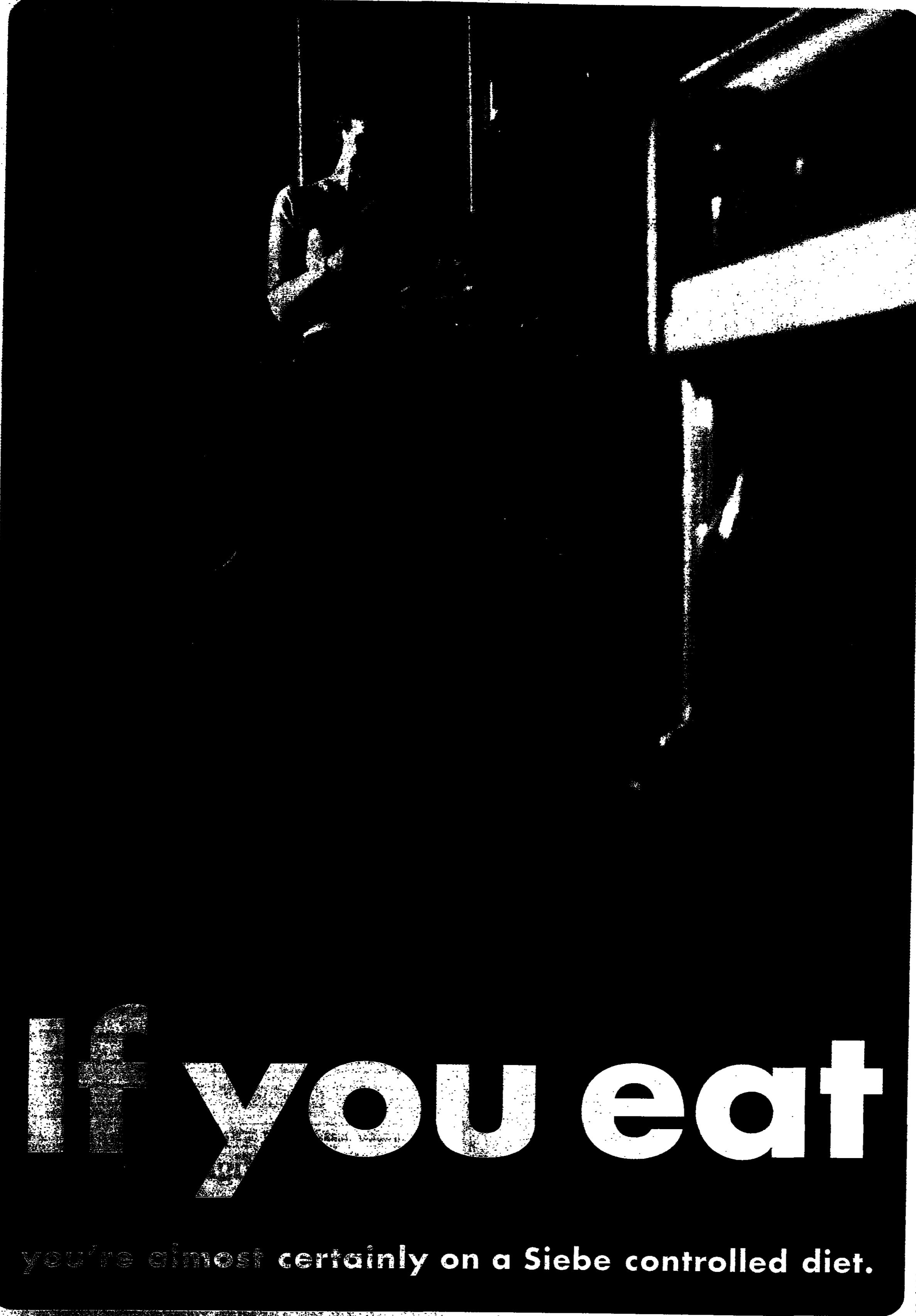
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THE AMERICAS

SOCIAL SECURITY BILL DEFEAT OF FOUR OPPPOSITION AMENDMENTS PROMPTS GOVERNMENT TO RESURRECT PUSH FOR CHANGES

Votes lift hopes of reform in Brazil

By Geoff Dyer in São Paulo

The Brazilian government has resurrected its social security reform after winning votes on four opposition amendments to the bill in the lower house of Congress.

The reform had been under threat since the opposition won an important vote last week, which had been seen as a sign that the gov-

ernment had lost its momentum following the death of two of its most influential politicians in April.

The social security bill is a crucial part of the government's strategy to cut its large budget deficit, currently 6.5 per cent of gross domestic product, and the principal weakness of the economy. The government defeated all four opposition amendments in the lower

house on Wednesday night. As a result, the bill maintains a planned 30 per cent cut in pensions for civil servants and establishment of a minimum retirement age of 53 for men and 48 for women currently working.

The opposition amendment which was approved last week withdrew from the legislation the article which established a minimum retirement age of 60 for men

and 55 for women who enter the workforce after the reform is approved.

Analysts said the votes showed that the government had recovered the political initiative.

However, the votes come at a time of growing pessimism about Brazil's fiscal position and the effect of the reform on reducing spending in the short term. Government officials have said the

reform would only reduce the deficit on the social security system, expected to exceed \$6bn in 1998, by as little as \$1bn.

"In the short term it looks like the reform will only have a modest impact on the fiscal accounts," said Matto Schneider, economist at ING Barings in São Paulo.

Economists also said that the rewriting of the bill during its passage through con-

gress had left a number of uncertainties, including whether the minimum age rules were obligatory. It could be left to the courts to clarify the situation.

The votes completed the first round of approval of the bill in the lower house. The reform, which has already passed the Senate, must now be voted on for a second time by deputies before becoming law.

US fund managers defiant on tax rises

By John Authers in Washington

Fund managers yesterday stepped up their campaign for reform of the US social security system, and signalled they would resist attempts by legislators to impose extra taxes.

US mutual funds - open-ended investment vehicles - have now overtaken commercial banks as the largest single holders of US financial assets. According to the Investment Company Institute, the trade association for the industry which met for its annual conference in Washington yesterday, they now control total assets of \$4.77bn on behalf of 65m separate savers.

Don Powell, chairman of the institute, said: "We are no longer the cottage industry. As a result we are a tempting target for treacherous programmes and taxes."

There is particular alarm over suggestions in Congress that mutual funds should be made subject to the Community Reinvestment Act, which requires banks to provide financial support for local communities. Matthew Fink, chief executive, claimed this would be an "unjustified tax" on the assets of fund shareholders.

Windows 98: sharp focus of battle for PC hegemony

Microsoft wins three-day breathing space in antitrust talks, says Louise Kehoe

The skirmishing over Microsoft's latest product and its growing domination of the world's PC software industry has yet to lead to full-scale war.

Inside building 18 on the Redmond, Washington, corporate campus yesterday morning Microsoft's communications team was telling how crucial breathing space for talks with antitrust regulators had been won.

The software company yesterday postponed from today the scheduled shipment of Windows 98, a new version of its ubiquitous operating system, to personal computer manufacturers worldwide.

Once Windows 98 has been shipped, it will become more difficult for prosecutors to demand its withdrawal because thousands of PC manufacturers would be affected.

To most PC users, Windows 98 would seem to be an innocuous upgrade of the current version of the software that comes to life when they turn on their computers.

In appearance it is not very different. Its functions are superficially the same.



Bill Gates, Microsoft chairman: fighting to stave off Justice Department

Yet to the \$100bn personal computer industry Windows 98 is a critical product. With PC sales in Asia slowing and prices in the US and Europe falling, the industry is looking to Windows 98 for a welcome sales boost.

From the perspective of the US Justice Department, Windows 98 is also of great significance. The product has become the focus of their concerns about Microsoft's market power.

With Windows 98 Microsoft has achieved its goal of blending internet browsing and desktop computing.

From a user perspective there is now little difference, for example, between searching for a file stored on a hard disk or searching for a web page on the internet.

This "integration" has been at the centre of debate over allegations that Microsoft aims to extend its Windows monopoly into other product categories, in violation of US antitrust laws.

By incorporating the functions of an internet browser in the PC operating system, Microsoft has run roughshod over Netscape Communications, the pioneer of internet browsing software.

Microsoft's critics charge that it has used exclusive contracts that force PC manufacturers to offer its

browser with Windows, so increasing its market share.

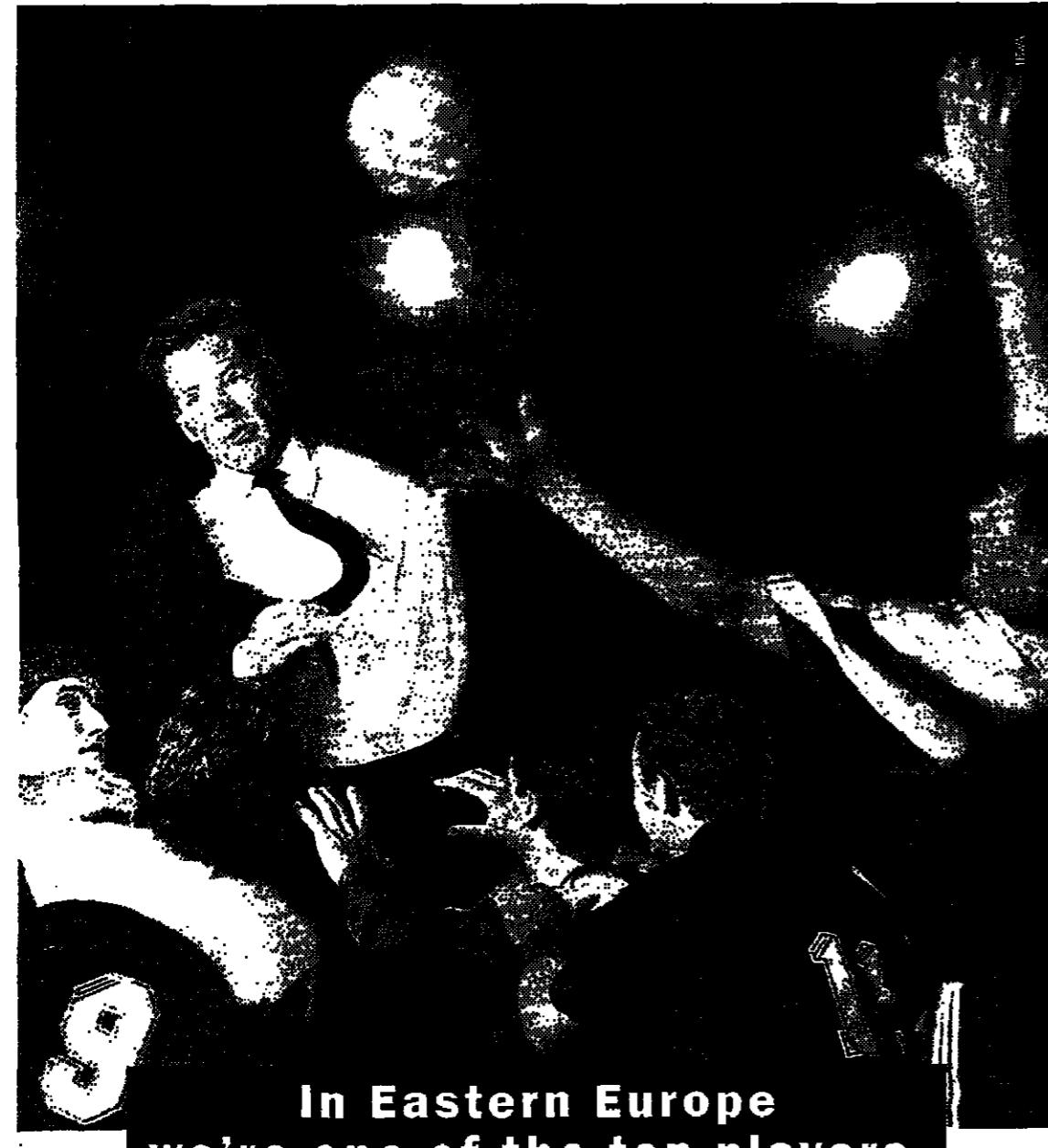
Similarly, Microsoft made deals with internet service providers, including them in a list of suggested services that pop up when PC users first access to the internet. These deals required the internet access services to promote Microsoft's browsers.

Over the past few weeks Microsoft has modified some of these contracts, although its agreements with America

Online and CompuServe, two of the largest online services, remain unchanged according to industry executives.

But legal experts say it would take much broader concessions by Microsoft to head off antitrust suits.

The three-day postponement of shipments of Windows 98 should not have any significant impact on the PC industry. But further delay could upset marketing and product plans.



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NEWS DIGEST

ECONOMIC PROSPECTS

US business economists in an optimistic mood

US business economists are optimistic that the US economy will see out this century without recession, according to a poll released yesterday by the National Association for Business Economics. While generally more upbeat about prospects for the economy than they were three months ago, the economists expressed concern that the US stock market is "over-priced". Even if the Dow-Jones Industrial Average falls by 2,400 points - about the same as the rise over the past year - this would probably not lead to a recession, they said.

The quarterly forecast was also less pessimistic about the impact of the Asian economic crisis on the US economy. In February more than 60 per cent of the economists said the financial crisis would reduce growth in the US by 0.5 per cent of gross domestic product. Now 42 per cent of them believe any slowdown will be 0.5 per cent or higher, while a quarter said the Asian downturn would have little impact. Some even said it would stimulate growth. Nancy Dunne, Washington

US INFLATION

Consumer prices rise 0.2%

US consumer prices in April rose 0.2 per cent from a month earlier, nudged up by the costs for tobacco and hotels, the Labour Department reported yesterday. Medical costs were also higher, as expected, rising 0.4 per cent in April after a 0.3 per cent climb in each of the two preceding months. The increase was attributed to higher prices for prescription drugs which rose 0.6 per cent last month.

Airline fares, which were up 6.2 per cent during the first three months of the year, fell 0.3 per cent in April.

In another report the Commerce Department said inventories were 0.5 per cent higher in March after rising 0.7 per cent in February. Sales are also higher, up 0.6 per cent in March and 0.9 per cent in February. Nancy Dunne

■ Canada's inflation rate receded again last month to bring the year-on-year rate to 0.8 per cent. The annual inflation rate has hovered around the 1 per cent level for six months, at the low end of the central bank's 1-3 per cent annual target. Edward Alder, Toronto

VEHICLE LICENCE FEES

Cuts proposed for California

Pete Wilson, governor of California, has proposed cutting vehicle licence fees by 75 per cent, claiming the \$3.6bn measure would be the biggest tax cut in state history. Mr Wilson, who must leave office at the end of this year under term limits laws, unveiled the plan as an advance highlight of his last state budget, expected to show a surplus of at least \$4bn.

The economic recovery is likely to produce windfall tax revenues which Democrats, who hold majorities in the legislature, say should be diverted into the failing education system. The governor, who has already proposed increasing spending on schools by \$1bn, said local authorities, which receive most of the revenue from the licence, would not suffer because he would give any savings from the state's general fund.

However, opponents pointed out that his promise of substitute funding would not be binding on his successor.

Licence fees, based on the age and value of the vehicle, cost the average motorist about \$165 a year, although the levy on a new Ford Explorer, for example, is more than \$850. Approval of the governor's plan would lead to a 50 per cent reduction on January 1, with the balance to follow in early 2002. Christopher Parkes, Los Angeles

ART MARKET

Monet fetches \$12m

The strength of the international art market at the top levels was underscored at Sotheby's in New York on Wednesday night when one of Monet's paintings of the Grand Canal in Venice sold for \$12m. At the height of the boom in 1990, just weeks before it crashed, the same painting fetched \$9m.

The buyer on Wednesday was the art consultant David Nash who advises Paul Green, co-founder of Microsoft. It was sold by the Fuji Gallery of Tokyo. Strong demand for the finest Impressionist and Modern paintings has persuaded many Japanese owners, who fuelled the 1980s price spiral, to dispose of their art. Sotheby's auction totalled \$77.9m - within its pre-sale estimates - for 57 lots, of which only 14 relatively minor works were unsold.

The Monet sold above its \$10m estimate. Most other lots were spot on target, suggesting bidders are now better advised about true value. "After the Bath" by Degas went for \$6.6m and another nude, "The Mantelpiece" by Bonnard, sold for \$3.6m. There was strong demand for a cast of Rodin's bronze of Balzac, which sold for \$3.5m. "Flowers in a Vase" by Van Gogh fetched \$4m. Anthony Thorncroft, New York

BOEING INSPECTIONS

Chafing revealed on 737s

The US government yesterday said inspections on 185 Boeing 737s revealed that 106 wiring bundles had noticeable chafing. In the insulation and plastic coating protecting their fuel pump wires. Each aircraft has at least two wire bundles; some had no problems while others had trouble in some or all of their bundles. The Federal Aviation Administration report yesterday also indicated that the most serious problems appear to be on the fleet's oldest aircraft. AP, Washington

MOVE TO SCRAP CURBS PROSPECT OF SENATE ACTION THIS YEAR IS SEEN AS SLIM

US banks to fight financial bill

By Mark Suzman in Washington

The US banking industry yesterday vowed to fight a bill to scrap curbs on financial services companies that was narrowly passed by the House of Representatives on Wednesday night.

The prospects of Senate action on the issue this year are seen as slim. Alfonso D'Amato, chair of the Senate Banking Committee, has said he would only consider the bill if it had broad bipartisan support in the House.

The bill was approved by one vote. Given the fact Mr D'Amato is having to devote much of his time to a tough re-election fight in this November's Congressional elections, it is viewed as unlikely he will pursue such controversial legislation.

After a ten-hour floor debate, the House voted 214-213 to approve the bill to scrap the 1993 Glass-Steagall

Act and allow banks, insurers and securities companies to compete in each other's territory. It was the 10th time in 20 years the House had considered such legislation, and the first time it had passed.

In recent years, some barriers between the industries have broken down due to independent action by regulators, but bankers insist formal legislative reforms are needed to keep pace with technological changes that have increasingly allowed the industries to operate in other sectors.

Without such legislation, the proposed \$70bn merger between Citicorp and Travelers, the bank and insurance groups, and other deals like it could be jeopardised. The Republican leadership, which had supported the bill, immediately hailed the vote as historic.

"It strengthens the com-

petitive position of America's financial services sector internationally and empowers community banks and small financial institutions to ensure competition and consumer choice," said Jim Leach, chair of the House Banking Committee and the legislation's chief sponsor.

Donald Gutfreund, executive vice-president at the American Bankers' Association lobbying group, said that while banks supported financial services reform in principle, they were opposed to the present proposals. "The fact this legislation passed by only one vote shows clearly there is no consensus for this controversial bill," he declared.

The banking industry opposes provisions in the bill that would transfer much of the authority for overseeing the banking sector from the Treasury to the Federal Reserve. Alan Greenspan, Fed chairman, supports the move. Robert Rubin, Treasury secretary, has warned he would recommend President Bill Clinton veto the bill if it were passed in its present form.

Despite heavy lobbying by Republicans, the bill only passed after John Dingell, ranking Democrat on the House Banking Committee, and several other Democrats agreed to support it in exchange for Republican backing for an amendment designed to give greater protection to consumers.

The final bill contained an amendment to restrict the ability of financial services firms to invest in commercial companies, that had been opposed by insurance and securities groups. But both the American Insurance Association and the Securities Industry Association urged the Senate to consider the matter at once.

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International Executive Committee of Allianz AG – from the top left to the bottom right: Joe L. Stinnette, Jr. (Fireman's Fund), Michael Diekmann (Allianz Asia Pacific), Alexander Hoyos (Allianz Elementar), Gerd-Uwe Baden (Elvia/Berner), Detlev Bremkamp (Allianz), Reiner Hagemann (Allianz), Helmut Perlet (Allianz), Herbert F. Hansmeyer (Allianz), Gerhard Rupprecht (Allianz), Angelo Marchibò (RAS), Diethart Breipohl (Allianz), William Raymond Treen (Cornhill), Henning Schulte-Noelle (Allianz), Lowell C. Anderson (Allianz Life), Dominique Bazy (Allianz France)

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WORLD TRADE

TRADE ON THE INTERNET

US and Japan agree electronic commerce rules

By Guy de Jonquieres

The US and Japan have agreed a set of basic principles for the development of electronic commerce, which the US says will help promote worldwide acceptance of its policies towards the internet.

The US is hailing the agreement, which calls for a market-based approach led by the private sector, as a victory in its campaign to

persuade Japan to act more aggressively to deregulate its economy.

The agreement will be announced when US President Bill Clinton and Ryutaro Hashimoto, Japan's prime minister, meet in Birmingham today before the G8 summit.

A joint statement commits the two governments to refrain from imposing unnecessary restrictions on electronic commerce, and to

encourage the development of self-regulation by private sector internet users.

The agreement calls for no border tariffs to be imposed on international electronic transmissions, and for close co-operation to prevent tax evasion and avoidance on the internet.

The statement coincides with a last-minute push by the US to persuade World Trade Organisation members to agree to keep elec-

tronic transmissions duty-free, before President Clinton attends the WTO's ministerial meeting in Geneva on Monday.

The US hopes its agreement with Japan will place pressure on the European Union to take a more flexible stance in disputes over data protection rules and methods for authenticating electronic transactions.

Washington and Brussels are at loggerheads over an

EU law, which could require the US to establish statutory rules and set up government regulatory agencies to ensure the protection of personal data.

The EU has threatened to prohibit European companies from transmitting electronic data to the US, if it does not comply with the law by October. Data protection in the US is largely provided by self-regulation by the private sector.

The US and EU also differ over whether responsibility for authenticating electronic transmission should be left to the private sector or should require government licensing arrangements.

The US-Japan agreement also calls for the free flow of information across borders, the use of filtering devices rather than government censorship to protect children against undesirable content and guarantees that internet

users will match the levels of consumer protection of conventional commerce.

The White House said Japan had agreed to the statement because electronic commerce was a new area, in which there were no vested interests to oppose a market-oriented approach.

"Progresses in the Japanese government and industry hope that this agreement will be a model for the future," it said.

BA ready to end airline dispute

By Michael Shipler, Aerospace Correspondent

British Airways is ready to end its dispute with US Airways and welcome it into its planned alliance with American.

BA and US Airways were once partners, but have been involved in a dispute since 1996, when the UK carrier announced its alliance with American. US Airways began action against BA in the US courts over its decision to link with American.

Robert Ayling, BA's chief executive, and two of his colleagues resigned from the US Airways board. BA also sold its minority stake in US Airways. But American and US Airways recently announced a new marketing agreement.

This led to speculation that US Airways would join a worldwide alliance, to include American, BA, Qantas of Australia, Japan Airlines and Canadian Airlines.

Such a link-up would offer strong competition to the Star Alliance, the six-airline partnership led by United Airlines of the US and Lufthansa of Germany.

The American-Ba tie-up has yet to win approval from regulatory authorities in Brussels and Washington. But the European Commission is expected to propose conditions under which the alliance could proceed within the next few weeks.

The US authorities are expected to give their verdict in the autumn. The US and UK would also have to conclude an "open skies" agreement before the alliance was allowed to go ahead.

American is believed to have told BA it is talking to US Airways about a marketing alliance and to have kept it informed. Observers say BA would be interested in bringing in US Airways as a full member of the alliance. It could also conclude a new bilateral pact with US carrier's link with American.

Internet boost for European companies

By Paul Taylor in London

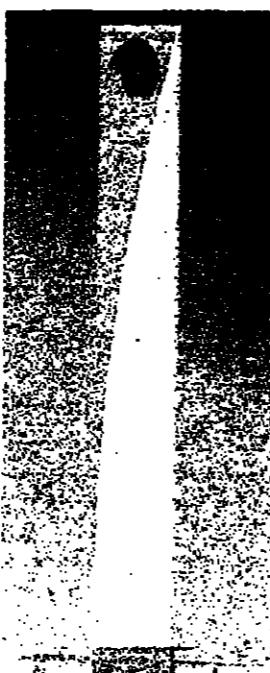
Nearly a quarter of European companies with access to the web are already earning revenues through the internet, according to the preliminary findings of a new Mori study into the growth of electronic commerce in Europe.

The study, commissioned by Cisco Systems, the worldwide leader in networking equipment, suggested European companies have begun to recognise the importance of the internet for their businesses and to close the gap with their US counterparts.

The survey was based on interviews with 900 business directors in six European countries - UK, Germany, Italy, Spain, the Netherlands and France - from a cross section of large, medium and small companies.

Overall, 60 per cent of companies now have access to the internet, with 20 per cent planning to gain access within the next 12 months. Almost half those questioned thought adoption of electronic commerce will be important to their industry and 60 per cent expect the amount of business they do online to rise next year.

On average, these companies predicted an annual rise of 24 per cent in electronic



An artist's impression of the 460m-high Shanghai World Financial Centre

Shanghai property glut delays building of highest skyscraper

By James Harding in Shanghai

Completion of the world's tallest skyscraper will be delayed by a year, Mori Building, the Japanese property group, has admitted despite previously denying that Asia's economic turmoil could affect the prestige project.

The delay to the 94-storey building in Shanghai's embryonic financial district follows decisions by other Asian developers to put off or scale back investments in China's largest city, where a frenzy of construction in the last few years has led to a property glut.

The oversupplied commercial property market is threatened further by concerns about office tenant

demand, as investment and export growth in Shanghai have recently started to feel the pinch of the region's economic pain. Minoru Mori, one of the world's wealthiest men despite the slide in the value of his fortunes with the collapse of property prices in Japan, is reported by company officials to have decided that "there is no need to hurry" to finish the Y750m (\$77m) building.

"There is a general delay of one year," a Mori representative in Shanghai said yesterday. The building would now be completed in 2002 rather than 2001 because of a technical wrangle over tax exemptions for the project and the need to wait for what Mori anticipates will be a fresh burst of

demand early next century. He said the office tower could be finished even later, perhaps 2003, depending on economic growth, tenant demand and the business environment in China.

However, Mori committed to the project and the company believed the delay would mean the office space became available just as Asian economies started to recover.

The Shanghai World Financial Tower, which is 10m taller than the Petronas Towers in Kuala Lumpur, is being built in Pudong, the formerly deserted eastern bank of the Huangpu river in Shanghai which the government hopes to turn into China's Wall Street.

Shanghai's building boom

Tough talking looms on US laws

By Neil Buckley in Brussels

European Union and US negotiators are set for a weekend of intense negotiations to try to end the long-running dispute over US laws restricting investments in Cuba, Libya and Iran, after EU ambassadors yesterday pressed for more concessions from the US.

Brussels-based ambassadors have been put on standby for a possible meet-

ing on Sunday to approve any proposed deal, before the summit between US president Bill Clinton and Tony Blair, prime minister of the UK - which holds the EU presidency - on Monday.

"I think it is clear that if there is an agreement, it will be at the very last minute," one EU official said.

Both sides are committed to trying to solve the row over the Helms-Burton legislation, which penalises com-

panies investing in expropriated former US property in Cuba, and the Iran-Libya Sanctions Act, banning investments in the oil industry of those countries, before the London summit. The EU is unhappy about the extraterritorial nature of the laws.

Any deal is likely to involve three elements - agreements on common "disciplines" on investments in expropriated properties, and

common "principles" on trade sanctions on third parties, plus permanent waivers of the two laws for the EU.

But EU ambassadors, who met to discuss progress yesterday, insisted European Commission negotiators should press for firmer guarantees from the US of "secure and lasting" waivers from all forms of extraterritorial legislation. European companies should be able to make investment decisions

with confidence that they could not be hit by unforeseen US sanctions. Waivers proposed by the US are thought to include certain exceptions.

The US administration is constrained by strong lobbying in Congress calling for a tough stance against "rogue" states. US officials say several senators have written to President Clinton urging him not to give too much ground to the EU.

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NEWS DIGEST

TURKISH TELECOMMUNICATIONS

Motorola secures \$500m mobile phone contract

Telsim Mobile, Turkey's third cellular phone operator, has placed a \$500m contract with Motorola of the US for GSM systems and networking infrastructure.

GSM, or Global System for Mobile telephony, is a European specification which is now the de facto world standard for digital mobile phones. The Telsim contract is thought to be the largest to date for GSM equipment. Telsim has been operating a GSM network in Turkey in competition with the government-owned TurkTelecom since 1994. Last month it paid \$500m in licence fees to the Turkish government for the right to operate a GSM network for the next 25 years.

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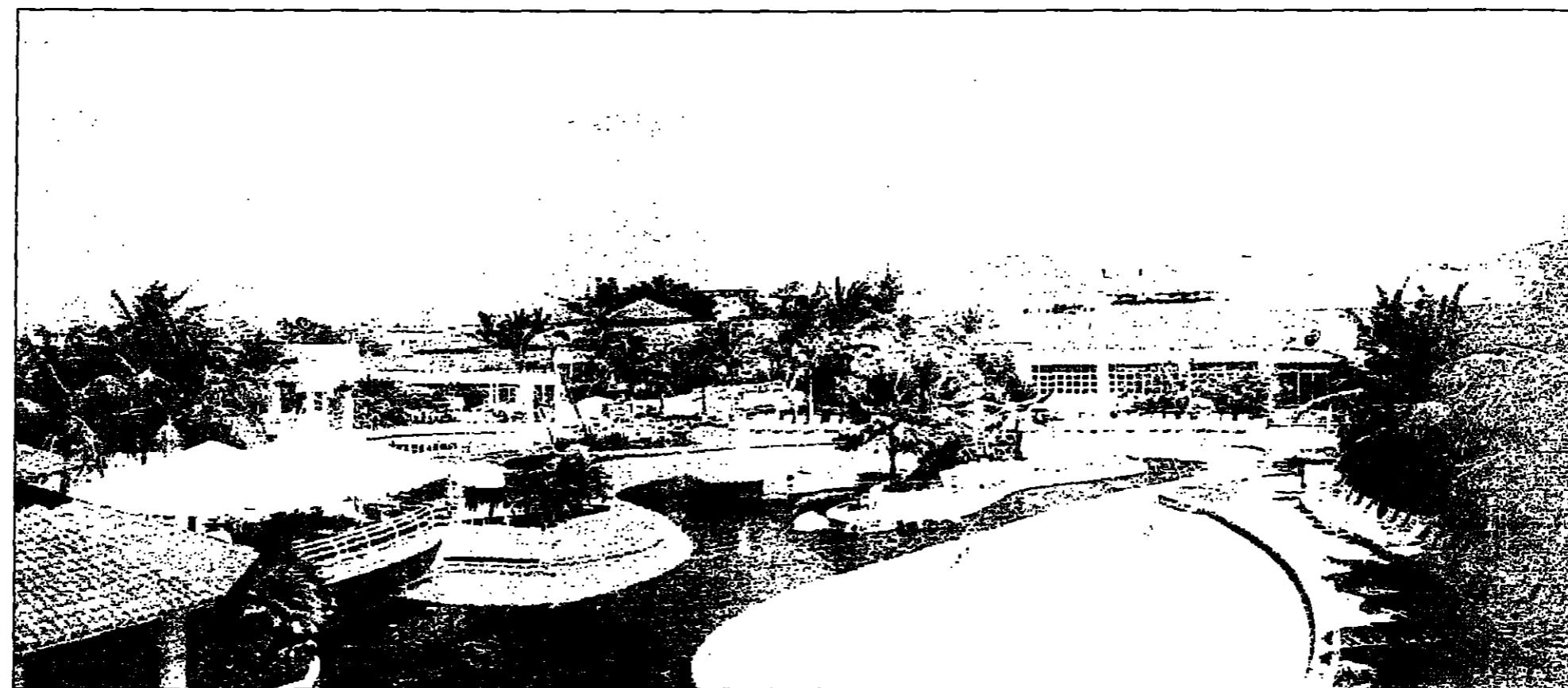
SPY CLOUDS

REPUBLIC OF VENEZUELA



NOTICE TO INVESTORS

In accordance with the Venezuelan Financial Emergency Regulation Law, enacted on April 17th, 1996, FOGADE invites investors to participate in the Data Rooms for the auctions of **Golden Rainbow Maremares Resort and Spa (Hotel Maremares)** and the **Hotel Balcones del Mar**, under construction. This process will begin on May 4th, 1998



The project integrated by Hotel Maremares, Hotel Balcones del Mar and Puertos del Sol (Sunports) was conceived as a global development project on the Caribbean Sea, offering visitors a tourist complex with 1,000 five-star rooms, and a dock capable of berthing simultaneously up to 4 cruise liners and two tourist docks located one in each hotel with a capacity for 250 berths. The construction area of these

three projects is approximately 500,000 m². In addition, access to this complex, that is located in the most exclusive zone of El Morro, is facilitated by excellent roads and the airport of Puerto La Cruz. The concept of the project ensures constant flow of tourists during the year, attracted by the excellent weather and the strategic geographic location of Venezuela.

**Golden Rainbow
Maremares**
Resort & Spa
PUERTO LA CRUZ

LOCATION: El Morro Tourist Complex, Puerto La Cruz, Anzoategui State, Venezuela

CATEGORY: 5 Stars / OCCUPANCY: 70 %

TOTAL SURFACE AREA: 72,818 m² / GROSS CONSTRUCTION AREA: 40,406 m²

DESCRIPTION: Maremares is a low rise extensively developed hotel. The complex is based around a central building housing embracing a group of swimming pools. The central building has three main areas, lobby, reception and bar. Additionally, there are conference rooms, a party room, service areas and various restaurants. The central building is a one level complex. The first stage (Frentes Building) is based on three level modules, containing three or four rooms per floor, with a total of 292 rooms. The second stage has seven buildings with three floors each and 201 rooms.

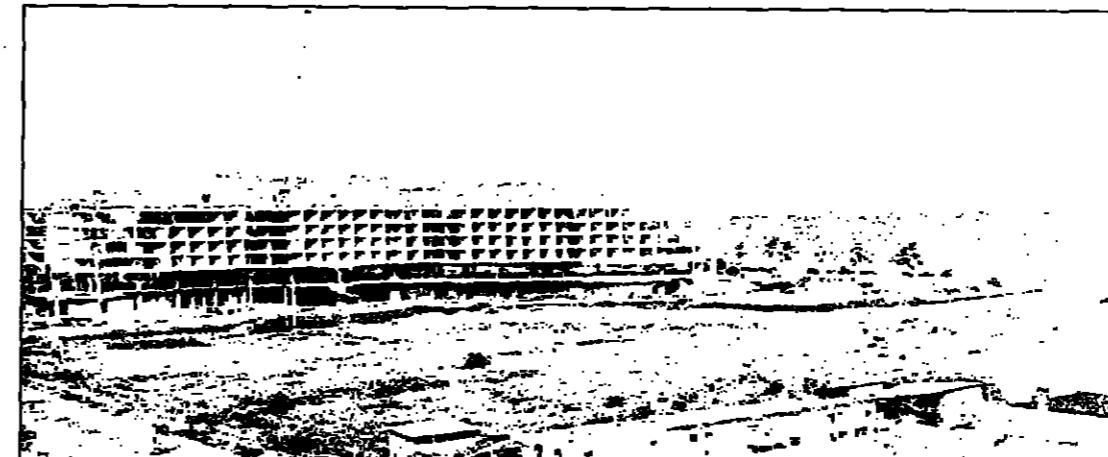
ROOMS: 493 (79 standard, 169 superior doubles, 127 luxury doubles with a view of the golf course, 72 luxury doubles with a pool view, 9 junior suites with golf course view, 8 junior suites with a view of the marina, 17 junior suites, 3 senior suites with jacuzzi and golf course view, 4 senior suites with jacuzzi and marina view and a presidential suite)

FOOD AND BEVERAGE SERVICE: 3 restaurants (Las Brisas, Oasis and Al Fresco), the bar (Whiskey's), the cafe/concert style Salon Panache and 1,200 sq. meters Convention Hall, Salon Mare Mares/ **RECREATION AND SPORTS AREAS:** swimming pool with waves, children's pool, 2 illuminated tennis courts, 2 squash courts, spa with jacuzzi, sauna and gymnasium and free access to a 9-hole golf course.

GENERAL SERVICES: Parking for 180 vehicles in an area of 1,697 m², entry booth and marina office.

CASINO: The complex complies with the requirements demanded by Venezuelan Casino Law for this type of establishment.

MARINA: Has a 38 berth capacity, contained in an area of 1,482 m².



**Balcones
del
Mar**

LOCATION: Lago Mar Cultural Center Zone of La Sirena Sector, El Morro Tourist Complex, Puerto La Cruz, Anzoategui State, Venezuela

CATEGORY: The project contemplates the construction of a five-star hotel.

SURFACE AREA: The parcel has a total area of 37,921.09 m², approximately. It contains a land portion of 33,806 m² plus two water portions, that together total 4,115.09 m²

DESCRIPTION: The project known as Hotel Balcones del Mar has a flat topography with a slight inclination for drainage. It has the following public services: electrical service, fresh water ducting, public transportation, asphalted road access, navigable canals and waters disposal. Based on a planned zone, these parcels would become the Cultural Center for the Northern Sector of the El Morro Tourist Complex.

ROOMS: 441 main rooms, 31 suites and 14 commercial locations according to project.

FOOD AND BEVERAGE SERVICE: Spaces for cafeteria, restaurant, night club, pool bar, pool coffee shop and cocktail bar lounge. Space for convention and meeting rooms.

GENERAL SERVICES: Area for shops (13 spaces), reception and administrative areas.

Investors interested in participate in the Data Rooms should communicate with José Bosque or Freddy Farfán on (582) 541.94.10, (582) 541.41.78, (582) 542.04.92, (582) 541.16.44 or Fax (582) 542.12.42, (582) 542 04 97 or by E Mail: fogade@compuserve.com or address the head office of FOGADE: Corner of San Jacinto, FOGADE Building, 13th Floor, Caracas, Venezuela.

ASIA-PACIFIC

Japanese lending in record fall

By Alexandra Harvey in Tokyo

Lending by Japanese banks fell by the biggest amount on record last month, suggesting the credit crunch afflicting domestic businesses is worsening. The figures were published by the Bank of Japan yesterday as new data were issued that showed continued falling machinery orders and lacklustre department store sales.

Bank lending last month fell 2.5 per cent from the same period last year. Japan's banks, burdened by bad loans, are making huge write-offs and contracting their balance sheets in an effort to improve their balance sheets. In March, lending fell 1.6 per cent.

The scarcity of cash has fed through to new machinery orders which fell 5.2 per cent year-on-year in March, according to the Economic Planning Agency (EPA). Private-sector machinery shipments fell 0.3 per cent to Y28.62bn (\$220bn) in fiscal year 1997, the first decline in four years, the EPA said.

Orders in the current quarter were predicted to fall 8.1 per cent, the first decline since the first quarter last year, said the EPA. However, month-on-month data showed a 9.5 per cent rise. Demand from overseas remained subdued, added the agency.

Investment has also been held back by lower production and weak consumer demand. Although department store sales in Japan increased 7.4 per cent year-on-year to Y181bn in April - the first month they had improved in 13 months - the rise did not signal a lasting recovery in sales, the Japan Department Stores Association warned yesterday. The association said the figures benefited from a comparison with last year when sales fell sharply after an increase in consumption tax.

Cautious budget unveiled in NZ

By Gwen Robinson in Auckland

New Zealand's centre-right coalition yesterday announced micro-economic and social policy reforms in its second annual budget, designed to bolster business support and shore up faltering international confidence in its economic management.

Economists welcomed the measures as "fiscally responsible steps" that would attack the country's heavy debt load, maintain a modest surplus and curb spending in the face of weakened growth prospects.

But the response from financial markets was muted. The New Zealand stock market rose 7.64 points to end at 2,236.33 and the NZ dollar remained at a near-five-year low of US\$0.5265.

In bond markets, yields on November 2006 bonds rose marginally to 6.78 per cent from 6.76, reflecting mild concern that the government's plan for NZ\$2.7bn (US\$1.77m) bond tender programme exceeded market expectations by about NZ\$300m.

Winston Peters, the treasurer, said the budget measures were "firm, fair and visionary".

The budget featured a micro-economic reform package; a commitment to reduce national debt to 15 per cent of gross domestic product from the present 20 per cent within five years; and public spending cuts that would reduce a promised NZ\$5bn spending programme by about 8 per cent over the next two years.

But the budget - for the year to June 1999 - bore scars from Asia's economic crisis. Growth in GDP is expected to slow to 2.6 per cent in the current year and 2.7 per cent the following year, from a previous forecast of 4 per cent.

New Zealand's current account deficit is expected to peak this year at NZ\$7.5bn or 8 per cent of GDP.

The budget accelerated privatisation with plans to sell the government's stake in Auckland international airport and proceed with the divestment of Solid Energy, the coal company.

INDONESIA VIOLENCE: BUSINESS BATTERED AS ARMY CHIEF INSISTS HE WILL RESTORE ORDER BUT TROOPS FAIL TO HALT RIOTING

Economy hit as Jakarta is paralysed

By Sander Thoenes in Jakarta

Business ground to a halt or went up in flames in Jakarta yesterday, leaving Indonesia's financial and business centre paralysed and putting further strain on the stricken economy.

Dozens of bank offices, supermarkets, restaurants and shops were stoned, plundered and torched. Most Indonesian banks and many shops are owned by ethnic Chinese, who were the prime victim in yesterday's mayhem because of their relative prosperity. Mobs tore through Chinese neighbourhoods, burning Chinese shops and attacking families who tried to flee in their cars.

The toll road to the airport was blocked and most outbound flights were booked up. Singapore Airlines said it was considering extra flights from Jakarta.

Most shops and banks closed down, offices and factories sent their staff home if they had opened at all yesterday morning.

Staff who showed up often found themselves unable to leave the office as riots spread and roads were

closed off by police. Foreign enterprises and franchises were also targeted, but most expatriate workers stayed at home, tried to get to the airport or headed south out of the city. Nine leading international schools closed their gates and kept toddlers and teenagers inside, with military posted in the area to prevent an attack.

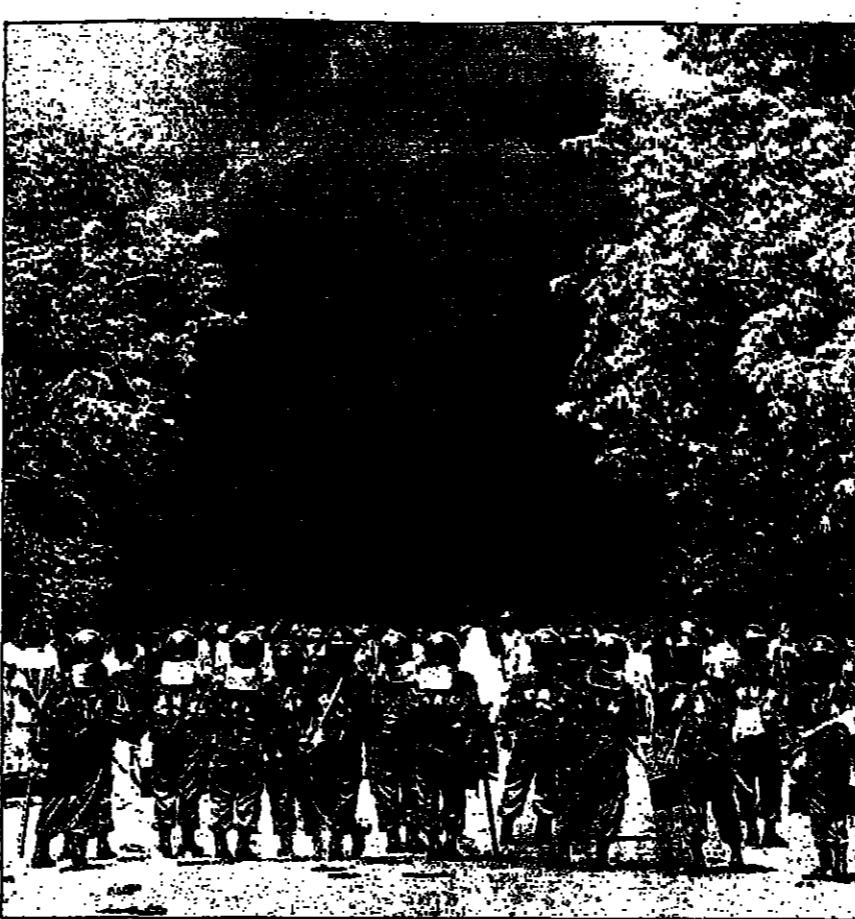
Embassies urged their citizens to defer non-essential travel to Indonesia and said they had approved the departure from the country of family members of embassy staff. Many urged expatriates to stay indoors.

Japanese companies told dependents of employees to get out of the country.

The toll road to the airport was blocked and most outbound flights were booked up. Singapore Airlines said it was considering extra flights from Jakarta.

The prices of most shares dropped, with companies of Mr Suharto's children losing up to 20 per cent, but trade was thin as most traders headed home early.

The impact on Indonesia's political risk rating and any remaining investor interest



Riot police stand by as central Jakarta burns

Military chief appeals for calm

By Sander Thoenes in Jakarta

General Wiranto, chief commander of the Indonesian armed forces, appealed for calm yesterday and insisted the military would restore order, but his troops let rioters run wild in many streets in Jakarta and failed to curb protests in other cities.

Gen Wiranto, the most powerful man in President Suharto's absence, insisted that the military would restore order and would "not hesitate to use force against rioters".

A moderate who has emerged as a potential alternative to President Suharto, Gen Wiranto criticised students for moving their protests into the streets, actions which he said had provoked yesterday's violence.

"Stay on campus because when students go into the streets others may join and start destroying everything," he said.

During two public appearances yesterday Gen Wiranto ordered his troops to limit their efforts to strategic sites, as they were far outnumbered by the rioters, or whether his orders were ignored. The latter possibility could prove disastrous for President Suharto's efforts to restore order when he returns today.

dent but gave no indications to the contrary either, disappointing those who had hoped he would use the unrest to take over from Mr Suharto.

Gen Wiranto assured student protesters that a team of military investigators would try to find out who shot dead six students on Tuesday, the incident which triggered the riots. He denied giving the order to shoot and apologised for the army's failure to prevent the killing. But he stopped short of condemning the killings, saying merely that some army rules appeared to have been violated.

Meanwhile, police and troops protected key buildings but many were seen chatting with bystanders, as nearby shops.

The military also let thousands of people protest freely but peacefully in Surabaya, Indonesia's second city.

It remained unclear whether Gen Wiranto had ordered his troops to limit their efforts to strategic sites, as they were far outnumbered by the rioters, or whether his orders were ignored. The latter possibility could prove disastrous for President Suharto's efforts to restore order when he returns today.

US looks for ways to stop Pakistan retaliating

By Gerard Baker in Bonn, Germany and Stephen Fidler in Washington

The US yesterday stepped up the pressure on Pakistan not to test a nuclear weapon in response to this week's Indian tests as signs grew that Islamabad was preparing for a show of nuclear strength after India's five successful tests conducted this week.

Strobe Talbott, the deputy secretary of state, and General Anthony Zinni, the head of US forces in the region, said they showed up often found themselves unable to leave the office as riots spread and roads were

arrived in Islamabad yesterday for meetings with senior Pakistani officials in an attempt to resolve the crisis in south Asia.

The two were expected to offer a number of possible inducements to Pakistan if it resisted mounting domestic pressure for a show of nuclear strength after India's five successful tests conducted this week.

But a senior US official, speaking before the two men arrived, indicated Washing-

ton had reason to believe Pakistan's preparations for a test were well under way.

"We are watching it very carefully. There are some signs that are troubling. We hope they don't do it," he said.

In Islamabad government officials said Pakistan was now closer to conducting the test than ever. "India's actions which cause an immediate and grave threat to Pakistan's security will not go unanswered," said

Munir Akram, Pakistan's ambassador to the UN disarmament conference in Geneva.

India's nuclear tests have already reversed a gradual US rapprochement with New Delhi - and may lead it to favour once again its old ally in the region, Pakistan, security experts in the US said yesterday. But this move depends crucially on whether Pakistan decides to conduct its own tests.

From the US point of view,

the first step has been to show that India's nuclear tests do not prove costless.

President Bill Clinton could have delayed for 30 days the US rapprochement with New Delhi - and may lead it to favour once again its old ally in the region, Pakistan, security experts in the US said yesterday. But this move depends crucially on whether Pakistan decides to conduct its own tests.

Khurshid Khoja of the Henry L. Stimson Centre, a Washington think-tank says

the US has significantly more economic and military leverage over Pakistan.

Pakistan's economy is weaker and hungrier for foreign exchange and the US has a defence commitment dating back until 1959 to defend Pakistan from foreign aggression.

However, ties have been strained in the 1990s. Pakistani politicians felt left in the lurch by the US in the 1990s, when because of the end of the cold war the US

Fuel for tests: security and national pride

By Quentin Peel

The world's nuclear powers, led by the US, were clearly taken by surprise by India's series of nuclear tests this week, and failed to spot either political or practical preparations.

Banks and consumer industries are seen as safe havens. Economists said the real threat to India was the effect sanctions might have on international private-sector capital flows. One US bank has already cut its estimated foreign direct investment from \$3.5bn to \$2bn, and foreign portfolio investment from \$3.5bn to \$1bn this year.

Yet the probability of such an action by India has been high, ever since the election of a new government in March, headed by the Hindu nationalist Bharatiya Janata party.

The BJP was elected on a platform which included a commitment to end India's ambiguous nuclear stance: it had known nuclear capacity - ever since a first "peaceful" test in 1974 - but had never developed that knowledge into warheads or missiles.

In carrying out the tests, however, the BJP was reflecting a broad national consensus on the need to bring the country's covert nuclear power into the open. Reaction has been positive from all sides of the political spectrum and almost unanimously praised in the media.

Most commentators believe that preparations for the tests pre-dated the BJP government. Indeed, two years ago US spy satellites identified preparations for such underground explosions at the Pohkran test site, and managed to persuade the then government not to go ahead. On this occasion, the preparations apparently went unnoticed.

Both security concerns and national pride lie behind the action. On the security front, most analysts insist that it is a fear of China - a known nuclear power - and not Pakistan, which has prompted the action. But it is Pakistan which will be under the greatest pressure to react.

The Pakistani government is facing a wave of nationalist demands to carry out its own nuclear tests. The US and the rest of the G8 are urgently seeking to dissuade it, for fear of a regional arms race. But it is thought very unlikely that Pakistan can develop a capacity to rival that of India, not least because it has very limited stocks of highly-enriched uranium.

India itself is still far from turning potential nuclear warheads into armed missiles. Its Jaguar fighter bombers might be able to drop unguided missiles, but it has yet to complete development of the medium-range Agni missile, which could reach targets in central China.

Although the US and Japan have immediately announced sanctions against India, it is doubtful that the G8 will agree on universal sanctions. Russia is an old Indian ally, and although critical, has set aside against such hostile actions.

However, the threat of sanctions has hit investor sentiment. US measures to curb loans would hit infrastructure investment most severely, including the power programme of power station construction.

New Delhi claims that its actions will open the way for nuclear disarmament, rather than a regional arms race. Some commentators believe the BJP-led government will now be prepared to sign the Comprehensive Test Ban Treaty (CTBT), although so far it has offered to accept only some parts of it.

Few believe that there is any immediate danger of war with either China or Pakistan.

They interpret the Indian action as a gesture of national pride and a demand to be taken seriously by the US and the "nuclear club" rather than a deliberate hostile action.

The danger, however, is that the action will trigger an immediate response by Pakistan, and thus unleash a new arms race. China has so far reacted with considerable caution.

Indian analysts see China not as an immediate threat, in spite of its territorial claims on parts of Arunachal Pradesh and Sikkim in the north-east. Rather they see it as a long-term "strategic challenge", against which the acquisition of a nuclear deterrent is an insurance policy, until all the nuclear powers can agree on comprehensive nuclear disarmament.

India stands firm as US sanctions start to bite

Rupee falls to all-time low against dollar as Delhi shrugs off political risk, Krishna Guha and Amy Louise Kazmin report

India yesterday put a brave face on economic sanctions imposed by the US in the wake of its nuclear tests this week, even as the measures began to bite and the rupee fell to an all-time low against the dollar.

Leaders of the ruling Hindu nationalist Bharatiya Janata party (BJP) said the economy "can stand on its own feet". The sentiment was widely shared in the business community. One industrialist said: "A sanction here or there is not going to put us off our course".

India's equity markets, which lost 6 per cent in the first two days after the tests began on Monday, rose 3 per cent on hopes the government would announce a test moratorium. But the rupee fell to 46.7 before recovering a fraction to close at 46.5 to the US dollar. Economists said the sanctions were "quite modest". But they will hit India where it hurts most: development of much-needed infrastructure projects such as power, telecommunications and roads and ports.

R. K. Muthuramalingam, the power minister, said interest in investing in India remained high. Since the tests, delegations from the US, Australia and China's power companies had discussed possible investment. India would issue long-awaited counter-guarantees to three fast-track power projects he added.

The US Export-Import (Exim) Bank, an important financing institution for infrastructure projects in the

developing world, has already frozen approvals for financing of exports to India.

This will affect deals worth \$500m for six projects in the pipeline. The Exim blockade will make it tougher and costlier for US companies such as Enron, Centrica and AES, which are seeking to build power plants in India, to bring projects to financial closure.

Telecoms projects including provision of basic services in Maharashtra and Andhra Pradesh, which have not yet closed vendor credits, could be hit. Industry executives said private-sector finance might be available but would be shorter term and at higher rates.

Political risk insurance and equipment finance will also be harder to acquire. With one big lender out of the play, "you can have rising rates even among those who do lend," said the representative of one multinational power company. "It can hit infrastructure hard."

The US, Japan, Germany and other countries have frozen development grants. Japan has also frozen new yen loans to India. Japan is India's largest donor. Japanese grant aid to Delhi totalled Y3.5bn (\$264m) last year; yen loans amounted to Y133bn in 1997.

Grants so far withdrawn are small, but their absence will affect transfer of expertise, such as the recent efforts by US Aid to help the city of Ahmedabad shake up its civic finances.

The cost will rise if the US blocks India's access to funds from the World Bank, Asian Development Bank and other international institutions. India is due to receive \$3bn from the World Bank alone this year, which it used to finance projects such as Bombay's new sewage system.

The impact on India's broader economy and private sector is harder to gauge, partly because the exact extent of the US sanctions are not yet known.

It's the first time the US is implementing this law and I do not think there's an established procedure," said Uday Kotak, vice-chairman of Kotak Mahindra Investment Bank. Confidence exists over what effect if any it will have on US banks in India.

"Cash reserve require-

ments of commercial banks automatically become government borrowing," said one US banker in Bombay.

The legislation could be interpreted to bar US banks from lending to India's vast public sector or taking part in privatisations. But economists said US sanctions would slow rather than derail growth. "My personal feeling is that at best it will be a marginal impact," said Surjit Bhalla, president of Orix Investments.

The cost would be much greater if the US could persuade the European Union and Japan to impose similar measures. When news of the tests hit the markets, software stocks fell on fears that the US, which accounts for 60 per cent of India's \$1bn a year software exports, could hit back with trade sanctions.

Software shares have since recovered. "US industry needs Indian companies to tackle the year 2000 [computer] problem," said Kiran Deshpande, chief executive of Mahindra British Telecom. Analysts are now marking down stocks in the core infrastructure business, and those which supply cement, steel and construction products to it.

Banks and consumer industries are seen as safe havens. Economists said the real threat to India was the effect sanctions might have on international private-sector capital flows. One US bank has already cut its estimated foreign direct investment from \$3.5bn to \$2bn, and foreign portfolio investment from \$3.5bn to \$1bn this year.

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BRITAIN

INWARD INVESTMENT MONITOR LITE-ON TO CLOSE TWO OF ITS THREE OUTPUT LINES IN SCOTLAND

Taiwan company slashes output

By James Buxton in Edinburgh

Lite-On Technology of Taiwan yesterday announced a sharp cut in output of computer monitors at its factory in central Scotland.

The move was part of a worldwide rationalisation which would also affect plants in Malaysia, China and Taiwan, the company said.

Two of the three production lines at the Scottish factory will close and two-thirds of the 350-strong workforce will be made

redundant. Lite-On blamed intense competition from east Asian producers following recent devaluations in the region.

The rationalisation also reflects turbulent conditions across the worldwide electronics industry, with big groups such as Compaq, Hewlett-Packard and Intel cutting prices and issuing profit warnings.

The news caused dismay in Scotland, where it follows a number of set-backs to the industry. These include the postponed opening of a semiconductor plant by Hyundai,

of South Korea, and the announcement of the closure of Mitsubishi Electric's television factory.

Lite-On Technology is part of the Lite-On group of companies controlled by Raymond Soong, one of Taiwan's leading electronics entrepreneurs. It said market conditions left it with no alternative but to concentrate on maximising the efficiency of its remaining production time.

"By doing so we will ensure that the UK plant is in the best possible condition to take advantage of an

upturn in the global market which is expected in the next 12 months," the company said. It said the factory was a pivotal part of its European and global logistics operation.

Lite-On's decision to establish a plant in Scotland was announced by John Major, then prime minister, in 1996. He said the company was investing £50m and expected to create more than 1,000 jobs over two years.

Lite-On would not disclose how much government financial assistance it was given. But it will have

received assistance for the jobs it created and the Lanarkshire Development Agency may have provided assistance in securing a site.

The Lite-On plant is close to that of Chung Hwa Picture Tubes, another Taiwanese company, which is implementing a £250m investment in making cathode ray tubes for televisions and computers. But Chung Hwa made clear yesterday that it was not affected by Lite-On's decision because its output currently consists of televisions and not computer monitors.

PRODUCTIVITY MCKINSEY REPORT

Call for focus on management and regulation

By Robert Chote, Economics Editor

Product market regulations and poor management are a greater constraint on the productivity of British business than skill shortages and capital market failures, a seminar convened by Gordon Brown, chancellor of the exchequer, heard yesterday.

Mr Brown invited 20 leading businesspeople and economists to discuss the findings of a preliminary report on UK productivity by McKinsey, the management consultants. This was the first of 10 such seminars.

Mr Brown has so far placed heavy emphasis on training and barriers to investment in the tax system and capital markets. Seminar participants said the McKinsey study suggested his efforts might be better targeted at deregulating product markets and promoting better management.

The seminar heard that

output per head in market-exposed sectors of the UK economy lagged 40 per cent behind the US and 20 per cent behind western Germany. But some participants noted after the seminar that while policymakers care about output per head, businesses care more about profitability.

Britain lags behind the US in output per head mainly because of low labour productivity, which means UK companies extract relatively little output from each hour their employees work. In contrast, France and Germany lag behind the US because of smaller labour inputs.

The study also suggests that skill deficiencies are not the main explanation for low UK productivity. Japanese car plants and US hotels achieve relatively high productivity from their workforces, although some seminar participants said this was because they were

"cherry-picking". UK food retailers also get relatively high productivity from what are often low-skilled workforces.

Mr Brown has already reformed corporation and capital gains tax rules in an attempt to boost investment. But the McKinsey study casts doubt on the notion

that there is a stock of profitable investment opportunities waiting to be exploited, if only the tax system or a lack of available finance did not stand in their way.

The problem is often one of regulatory barriers to profitable investment, the study suggested. Land use regulations stop retailers

investing in big stores, building codes mean high construction costs for hotels, pricing regulations restrict efficiency in telecommunications and trade barriers limit the Japanese share of UK-based vehicle production.

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Foreign Office U-turn on Sierra Leone affair

By Liam Halligan, Jimmy Burns and David Buchan

The UK Foreign Office was yesterday involved in an embarrassing *volte face* over the "arms-to-Africa" affair as Sir John Kerr, permanent secretary (chief official), was forced to change evidence given to an influential committee of MPs.

The move will increase pressure for a public inquiry into allegations that an arms shipment to Sierra Leone, which broke United Nations sanctions, received official endorsement.

In a further government setback, Sir Richard Scott, the judge who headed the Arms-to-Iraq inquiry, said suspicions the shipment was illegal, held by government officials, should have been known to Robin Cook, the foreign secretary. "I find it extremely odd this matter was not reported to ministers, given the apparent breach of UN sanctions," said Sir Richard, Britain's second most senior judge.

His comments will particu-

larly embarrass Mr Cook. In 1996 he led the opposition charge to damage the former Conservative government after the Scott report's publication. Sir John rushed out a statement admitting he was wrong to suggest to the House of Commons foreign affairs committee that Tony Lloyd, a Foreign Office minister, was briefed last March about a Customs investigation into Sandline International, the UK military consultancy.

His original comments exposed Mr Cook to the charge of misleading parliament. Mr Cook said last week that Mr Lloyd, who himself corrected committee evidence about the affair, was not briefed about the inquiry before a Commons debate on March 12.

Sir John's correction, which followed a meeting with ministers, said Mr Lloyd's briefing "did not mention arms shipments". Mr Lloyd insisted in the House of Commons last night that his original statement to MPs was accurate.

but said he would correct it if the need "arose with the events of time".

Michael Howard, the opposition Conservative party's shadow foreign secretary, asked: "Has there ever been a day of such chaos and confusion in the Foreign Office?"

During a 90-minute grilling by the committee, Sir John also disclosed that Lt Colonel Tim Spicer, Sandline's chairman, had regularly briefed officials about the situation in Sierra Leone and visited the Foreign Office.

The government is proposing to apply to the new individual Savings Account a quality mark similar to the "kitemark" used on consumer goods. ISAs are tax-free savings vehicles designed to replace personal equity plans (Peps) and tax-exempt special savings accounts (Tessas).

Howard Davies, FSA chairman, said at a meeting of the House of Commons Treasury committee that "kitemarking" of financial products made him "very nervous" because it could imply suitability for everyone.

He indicated that he was happy with such official quality marks as far as he was concerned.

It was only after Sandline started alleging that it had supplied 30 tonnes of arms to forces loyal to deposed President Ahmed Tejan Kabbah with UK government approval that senior officials and ministers became involved.

Mr Davies' reservations were echoed by Michael Foot, head of financial supervision for the FSA.

Benchmarking had "undoubted attractions" in helping the less sophisticated saver if, for example, it covered the costs of the product, thereby providing reassurances that there were "no hidden strings or nasty surprises" over charges, he told a seminar organised by the European Policy Forum.

There would be difficulty if consumers thought "a benchmarked product was necessarily a 'good buy'" or officially guaranteed.

Regulator airs approval fears

By Christopher Brown-Humes and Nicholas Timmins

The Financial Services Authority, the City of London's integrated regulator, yesterday expressed deep reservations about giving an official seal of approval for financial products.

The government is proposing to apply to the new individual Savings Account a quality mark similar to the "kitemark" used on consumer goods. ISAs are tax-free savings vehicles designed to replace personal equity plans (Peps) and tax-exempt special savings accounts (Tessas).

Howard Davies, FSA chairman, said at a meeting of the House of Commons Treasury committee that "kitemarking" of financial products made him "very nervous" because it could imply suitability for everyone.

He indicated that he was happy with such official quality marks as far as he was concerned.

It was only after Sandline started alleging that it had supplied 30 tonnes of arms to forces loyal to deposed President Ahmed Tejan Kabbah with UK government approval that senior officials and ministers became involved.

Mr Davies' reservations were echoed by Michael Foot, head of financial supervision for the FSA.

Benchmarking had "undoubted attractions" in helping the less sophisticated saver if, for example, it covered the costs of the product, thereby providing reassurances that there were "no hidden strings or nasty surprises" over charges, he told a seminar organised by the European Policy Forum.

There would be difficulty if consumers thought "a benchmarked product was necessarily a 'good buy'" or officially guaranteed.

Oxford university laboratories breed academic millionaires

Scientists are exploiting their discoveries instead of leaving the task to drug companies, Jean Eaglesham reports

The modern face of Oxford University is personified by a small but rapidly growing band of academics-turned-entrepreneurs who have amassed personal fortunes by winning stock market backing for discoveries made in the university's laboratories.

Brian Bellhouse, the 80-year-old director of the university's medical engineering unit, dreamed up a painless way of injecting drugs - without using needles - by firing them in powdered form and at supersonic speed into the body.

In the old days, the logical next step would have been for him to publish his findings in an academic journal. Any commercial exploitation of his discovery would have been left to the big drug companies.

Dr Bellhouse took a different route. In 1993, he co-founded a company, PowderJect Pharmaceuticals. The

company's shares were divided between the founders; the university, which took a 5.6 per cent stake in return for surrendering its intellectual property rights to the discovery; and the individuals who provided funding.

PowderJect, brought to the stock market last June for

Wider use of cancer drug is proposed for women

Tamoxifen, the breast cancer drug, would save 40,000 women a year worldwide - double the present number - if it were given to a wider range of patients, researchers said yesterday. Clive Cookson writes in an international collaboration, based at Oxford University and funded by the Imperial Cancer Research Fund, researchers followed 30,000 women with hormone-sensitive breast cancer - the most common form - and discovered that

they benefited from long-term Tamoxifen. It was the biggest clinical study of any cancer drug.

Taking Tamoxifen for five years after surgery halved the rate at which cancer recurred, regardless of the patients' age, whether they received other drugs or whether the cancer had spread beyond the breast. The proportion of women still alive 10 years after surgery was 74 per cent among those who took Tamoxifen and 66 per cent among those who did not.

Richard Peto, professor of medical statistics at Oxford, said the results (reported in *The Lancet*, the medical journal) were the most impressive he had seen in 25 years of cancer drug trials. Zeneca, the UK pharmaceutical company, launched Tamoxifen in 1973 under the trade name Nolvadex. But it is now available from generic suppliers in all main markets except the US where Zeneca's patent runs until 2002.

Otherwise, he warns, unrealistic expectations can

lead to a company falling into the same trap as British Biotech, where it has been claimed that test results of research have been over-hyped. Still, the number of spin-off companies looks set to increase as the squeeze on higher education spending drives universities to look for alternative funding.

Dr Cook says Oxford University's stake in Oxford Asymmetry is now worth about £1.5m, more than a tenth of its £107m annual spending on research. "You don't need to do many Oxford Asymmetries to have a significant impact on research funding," he explains.

Outside universities face substantial risks - and while the few seasoned venture capitalists active in this area are all too aware of the pitfalls, some would-be business angels may not be.

"You have got to make it quite clear to investors that the risks are extremely high," says Dr David Thomas, secretary of Synapta, set up at the start of this year to develop research into neurodegenerative diseases such as Alzheimer's and Parkinson's.

Otherwise, he warns, unrealistic expectations can

Weapons handover rules to be in Ireland legislation

PA News Report in Belfast

Tony Blair, the UK prime minister, said in Northern Ireland yesterday that the need for all parties involved in the peace process to start surrendering their weapons would be written into legislation.

"I believe that most people would be ready to accept even the hardest parts of the agreement if they had genuine confidence that the paramilitaries were really ready to give up violence for good," said Mr Blair. "I welcome Sinn Féin's endorsement of the agreement and all that it implies. This is a historic shift."

"But after the experiences of the last 30 years, and some recent statements about no decommissioning, it is hardly surprising that for many that confidence is simply not there."

He explained how the UK government will assess whether parties have given up violence. The most important factor would be "full co-operation with the independent commission on decommissioning, to implement the provisions of the agreement".

He recalled that the Good Friday agreement required decommissioning to be completed within two years of the May 22 referendums on the deal. "These factors provide evidence upon which to base an overall judgment," he said. "What is more, I have decided that they must be given legislative expression directly and plainly in the legislation to come before parliament in the coming weeks and months."

"Those who have used the twin tactics of ballot box and the gun must make a clear choice. There can be no fudge between democracy and terror."

He insisted that he was not constructing new hurdles for the parties to the process. "On the contrary we want as many people as possible to use the agreement as their bridge to an exclusively democratic path. We will encourage them to take this path. But it is surely reasonable that there should be confidence-building measures from these organisations after all the suffering they have inflicted on the people of Northern Ireland."

Mr Blair also sought to reassure Northern Ireland about the future of the Royal Ulster Constabulary, the region's police force. "There have been alarming stories about the future of the RUC: they are just that - stories. In a changed, peaceful context, more normal policing should become possible. But no-one appreciates more than I do the sacrifices the RUC have made over the years," he said.

Mr Davies appears to view benchmarking as an information tool, the government is understood to want to use it as a way of giving official approval.

Mr Davies' reservations were echoed by Michael Foot, head of financial supervision for the FSA.

Benchmarking had "undoubted attractions" in helping the less sophisticated saver if, for example, it covered the costs of the product, thereby providing reassurances that there were "no hidden strings or nasty surprises" over charges, he told a seminar organised by the European Policy Forum.

There would be difficulty if consumers thought "a benchmarked product was necessarily a 'good buy'" or officially guaranteed.

NEWS DIGEST

EMPLOYEE RIGHTS

Deal on workforce votes wins cabinet support

The cabinet yesterday gave its broad support to the planned employee rights policy paper which includes the controversial proposal to give trade unions statutory recognition by an employer when backed by 40 per cent of the workforce.

The office of Tony Blair, the prime minister, said the threshold was supported by all ministers who spoke at the meeting. A number of other ministers were said to share the Trades Union Congress view that such a high threshold would be unworkable.

But the cabinet's backing appeared inevitable after it emerged that Gordon Brown, chancellor of the exchequer, had thrown his weight behind the prime minister in supporting the 40 per cent figure. While union leaders are expected to continue to express their concern at Mr Blair's insistence on the 40 per cent figure, they are being reassured by the guarantee of a review of the procedure if it turns out to be unworkable.

Unions had wanted recognition if it was backed by a majority of workers voting in a workplace ballot. Employers said the requirement should be a vote by a majority of the relevant workforce. David Wighton and Robert Taylor, London

Editorial shift

HEALTH CANCER RESEARCH

New weapons in cancer war

Clive Cookson looks at drugs that starve tumours by cutting off their blood supply

Medical researchers are tackling cancer in many different ways. The estimated 300 experimental cancer drugs range from orthodox chemotherapy to biotechnology approaches such as antibodies and gene therapy.

The latest technique to come under the media spotlight is to cut off the growing tumour's blood supply - an approach known scientifically as anti-angiogenesis.

A tumour is seen traditionally as a mass of malignant cells growing out of control, and conventional treatments attack these cells directly: removing them through surgery and/or poisoning them in situ through chemotherapy or radiation.

In contrast, the new wave of drugs designed to inhibit angiogenesis work indirectly, by cutting off the network of small blood vessels that deliver the oxygen and nutrients required by cells to proliferate.

More than a dozen different anti-angiogenic drugs are in development. Best known at the moment is a combination of two proteins, angiostatin and endostatin, being developed by EntreMed, a small US biotech company. An over-enthusiastic article about this in the New York Times led to a worldwide wave of publicity that propelled EntreMed's share price from \$12 to a peak of \$85 before it fell back to \$32.

The father of anti-angiogenesis is Judah Folkman at Boston Children's Hospital. In the 1970s he came up with the idea that tumours need to induce the growth of blood vessels to obtain sufficient nourishment. His laboratory discovered the angiostatin-endostatin combination during the early 1990s.

Although the mechanism by which these compounds prevent angiogenesis is not known, their effect can be dramatic, at least in laboratory animals. They have made substantial tumours disappear entirely in mice - but the history of medical research is lit-

tered with would-be wonder drugs that cured cancer in mice but turned out to be ineffective or to have unacceptable side-effects in people.

The most potent anti-angiogenic agents have been discovered by following up a long-standing observation of cancer surgeons: when a primary tumour is removed, the operation often appears to stimulate the growth of metastatic tumours elsewhere in the body. Dr Folkman and his colleagues reasoned that the main tumour was secreting biochemicals that prevented the secondaries developing - and they isolated a range of compounds that achieved this effect by starving distant tumours of blood supplies.

Judging by animal tests, the angiostatin-endostatin cocktail may be the fastest acting agent but it will not be ready to test on people before the end of this year. Others are further advanced in development:

- Matrix metalloproteinase (MMP) inhibitors block enzymes secreted by cancer cells, which help blood vessels to spread by breaking down the surrounding tissues. British Biotech, Agouron and Chiroscience are developing different MMP inhibitors.

- Combrestatin, a synthetic derivative from the African bush willow, is about to start trials under the auspices of Oligene.

- Inhibitors of vascular epithelial growth factor, a protein that stimulates the formation of blood vessels, are being tested by Genentech and Ribozyme.

- Thalidomide, the notorious drug withdrawn in the early 1960s after it caused birth defects in children, turns out to be a powerful anti-angiogenic agent.

- Squalamine, an inhibitor of angiogenesis extracted from the dogfish shark, is being tested as a cancer drug by Magainin.

- SU5416, which blocks the enzyme tyrosine kinase, is being tested for cancer by Sugen.

Although many of these will not make the grade in the clinic, even cautious oncologists expect a few anti-angiogenic drugs to work well on people. They will then add to our growing army of cancer treatments. But none will come close to curing cancer on its own.

PROFILE CHARLIE MUNGER, BERKSHIRE VICE-CHAIRMAN

A realist in the dream team

A special kind of personal chemistry fuels the unrivalled success of Warren Buffett's investment group, says William Lewis

At the shareholder gathering of Berkshire Hathaway recently - an event referred to as the "capital Woodstock" - there was a telling moment. It illustrated the curious relationship at the top of the group. Minutes after Warren Buffett, chairman of Berkshire and the shareholders' hero, had arrived to a rapturous ovation at Dairy Queen - an ice cream chain owned by the company - Charlie Munger walked in. He was largely unnoticed.

Yet Mr Munger is Mr Buffett's long-standing investment partner. He sits as vice-chairman of Berkshire, one of the most successful investment companies in the world. During the past 33 years, Berkshire's per share book value has grown from \$19 to \$26,885, a rate of 24.1 per cent compounded annually.

Mr Munger, by Mr Buffett's own admission, has played a crucial role. But unlike "the Sage of Omaha", Mr Munger has shunned the limelight. When Mr Buffett pitched the first ball at the Omaha Royals baseball game, Mr Munger was nowhere to be seen. And at

Borsheims, Berkshire's jewellery store, it was once again Mr Buffet who starred, greeting shareholders with pithy one-liners.

Mr Munger, in the words of a shareholder who said he had travelled from Australia to meet him, "is the unsung hero of the company's success".

Even when he does appear, most Berkshire shareholders are unsure what to make of him.

Unlike Mr Buffett, who was surrounded all weekend by five bodyguards, Mr Munger walked around freely. His gruff style fails to bring out the quasi-religious frenzy in Berkshire shareholders that Mr Buffett's does.

That is partly because Mr Buffet is very much in the driving seat, owning about 43 per cent of Berkshire's shares (with his wife), compared with the 1.5 per cent commanded by Mr Munger.

The relationship is akin to that of elder brother (Munger) and younger brother (Buffett). In interviews, Mr Buffet displayed his irritation. "This whole episode will have as much impact on Berkshire's future as Warren's bridge playing," he told shareholders. He said the sit-in investment had "kept Warren amused". But this is not

a big deal for Berkshire".

Mr Buffet says he consults Mr Munger before any big investment decision. So when he disclosed that he had failed to consult Mr Munger before investing in USAir (now US Airways), he did so with the look of a shame-faced younger brother.

After Mr Buffet's decision to invest, the airline hit severe financial difficulties, but has recently turned its performance around. Mr Buffet said he failed to foresee both downturn and upturn. With Mr Munger beside him, Mr Buffet said smilingly: "We could not have been more wrong... I mean I could not have been more wrong, Charlie was not consulted on the buying."

Mr Buffet, 87, and Mr Munger, 74, met in the 1950s, and the house Mr Munger grew up in is only 100 yards from Mr Buffet's current home in Omaha. For a time he worked in Mr Buffet's grandfather's grocery store, but after graduating from Harvard Law School he moved to Los Angeles where he lives today.

Mr Munger formed his own law firm and from 1962 to 1975 managed Wheeler Munger & Co, an investment management firm. He did not become a Berkshire shareholder until the late 1970s

Mr Munger's gruff style fails to bring out the frenzy in shareholders that

Mr Buffet's does

off-the-wall investments

Take the recent acquisition of a fifth of the world's silver supply.

The investment made headline news worldwide, but Mr Munger displayed his irritation. "This whole episode will have as much impact on Berkshire's future as Warren's bridge playing," he told shareholders. He said the sit-in investment had "kept Warren amused". But this is not

when two of his largest holdings were merged into Berkshire, of which Mr Buffet had taken control in 1965.

In 1978, Mr Munger was named vice-chairman of Berkshire and five years later became chairman of Westco Financial, a finance company 80 per cent controlled by Berkshire.

"Charlie has the best 30-second mind in the world," Mr Buffet said in a 1996 Forbes interview. "He goes from A to Z in one move. He sees the essence of everything before you even finish the sentence."

Their styles are very different. At the annual meeting, Mr Munger responded to one question about the worth of Berkshire's subsidiary companies by roughly telling the shareholder to work it out for himself. Mr Buffet joked: "Oh, Mr Nice Guy."

They even sit differently. Mr Buffet was hunched forward, keenly anticipating the next question. Mr Munger sat back in his chair, often declining to add anything.

Asked about Berkshire's share price, Mr Buffet said: "We are never going to give advice on Berkshire's stock." Mr Munger added: "Eccentric we are, but that eccentric we are not."

PUBLIC NOTICES

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT 1984

The Secretary of State hereby gives notice as follows.

1. She proposes to grant licences under the Telecommunications Act 1984 ("the Act") to MLL Telecom Limited and International Computers Limited ("the Licensees") to run telecommunication systems throughout the United Kingdom. Both licences will be for a period of 25 years subject to earlier revocation in specified circumstances.
2. The principal effect of these licences will be to enable the Licensees each to install and run telecommunication systems throughout the United Kingdom. Each Licensee will be able to provide a wide range of services but excluding mobile radio services and certain international services. Both Licences authorise connection to a wide range of other systems, including earth orbiting apparatus, allowing the provision of some types of international satellite service. On securing a share of 25% or more of the market in respect of particular services in an area specified by the Director General of Telecommunications, each Licensee may be obliged to make available those telecommunication services to all who reasonably request them within that area.
3. Both licences will be subject to conditions such that section 8 of the Act will apply, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.
4. The Secretary of State proposes to grant these licences in response to applications from the Licensees for such licences because she considers it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.
5. She proposes to apply the telecommunications code ("the Code") to each of the Licensees subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensees will each have duties:

 - (a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
 - (b) to comply with conditions designed to ensure efficiency and economy on the part of the Licensees, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of their apparatus;
 - (c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
 - (d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in their respective licences to their powers under the Code; and
 - (e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

6. The reason why the Secretary of State proposes to apply the Code to the Licensees is that the Licensees will each need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under the proposed licences.
7. The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensees can meet (and relevant persons can enforce) liabilities arising from the execution of works.
8. Representations or objections may be made in respect of the proposed licences, the application of the Code to the Licensees and the proposed exceptions and conditions referred to above. They should be made in writing by 15 June 1998 and addressed to the undersigned at the Department of Trade and Industry, Communications and Information Industries Directorate, 267 Grey, 151 Buckingham Palace Road, London SW1W 9SS.

Copies of the proposed licences can freely be obtained by writing to the Department or by calling 0171 215 1756.

Alan D Proud
Department of Trade and Industry

15 May 1998

MANAGEMENT & TECHNOLOGY



Money talks: Charlie Munger (left) and Warren Buffett answer press questions after a Berkshire Hathaway stockholders' meeting

Associated Press

TO SAVE ALL THESE TREES WE HELP CHOP DOWN THIS ONE

WWF

World Wide Fund For Nature

Formerly World Wildlife Fund International Services, 1995 Glastonbury, Connecticut, USA

15 May 1998

TECHNOLOGY AUTOMOTIVE ENGINEERING

Faster route to get a widget on the road

Peter Marsh on how a component maker is meeting car industry demands for increasing technical sophistication

BUNDY is the widget par excellence: a small snap-on device used in car production which takes an instant to connect on the assembly line, costs only a few cents, and can withstand internal forces of more than 1,000 times atmospheric pressure.

Such devices, almost entirely hidden but fundamental to vehicle performance, are among the products that have emerged from an international network of development centres established by Bundy Automotive, a UK-based company which is the world leader in cars' internal "plumbing" equipment.

Bundy, part of TI's engineering group, claims about one sixth of the £8bn-a-year world market in automotive fluid systems. Competitors include ITT of the US, Britain's Siebe and Sanch of Japan. Bundy recently added to its worldwide operations by the \$350m purchase of S&K Fabricating & Engineering, the biggest US maker of fluid handling systems for a vehicle's powertrain - the engine, gearbox and everything that powers it.

In the past five years, Bundy's sales have expanded 50 per cent, helped by the growing sophistication of vehicles' plumbing, plus the desire of carmakers to outsource more of this production.

Bundy's products are made in 90 plants in 27 countries, serving the main vehicle markets of the US, Europe and east Asia. A key to the company keeping up with customer requirements is its chain of six production centres - two in the US and one each in France, Italy, Germany and Belgium.

The centres link up with the 15 or so "product teams" - each of them comprising up to 60 engineers, sales and marketing people - inside the rest of the Bundy business. The teams liaise virtually continuously with big

up costs unacceptably. Engineers at two more of Bundy's development centres - in Bussola, Italy, and at a second US centre also near Detroit - worked on a new type of protective coating for the metal tubes used in braking systems. The copper-steel alloy normally used for these tubes can wear unacceptably fast, especially if the metal is exposed to road chippings.

Borrowing ideas from the world of refrigeration, in which supplies of coolant are often channelled using corrosion-resistant aluminium tubing, the Bundy engineers devised a way of coating the conventional copper-steel pipes with a thin layer of aluminium through a "hot dip" process. To add to the robustness of the pipe, a layer of nylon plastic is then added.

A third innovation was born at another development centre in Kassel, Germany. Engineers there worked with extrusion specialists to come up with an unusual five-layer hose material for use in automotive pipes comprising a sandwich-like arrangement of different grades of nylon polymer.

The finished pipe - with its five-layer plastic only 1mm thick - makes a particularly effective conduit for petrol.



15 May 1998

THE ARTS

Soprano in the wings

Andrew Clark talks to one of the best-kept secrets of the music world, Adrienne Pieczonka, about her burgeoning career

Imagine your ideal soprano: a voice of rare beauty, with an instantly recognisable timbre, a warm middle and a soaring top. The technique is flawless and she has a heavenly sense of line. Add a North European's dramatic intelligence and, to survive the rigours of the profession, a North American's steely determination - not forgetting the patience to play for the long-term. It all sounds remarkably like Adrienne Pieczonka.

Adrienne who? Pieczonka is one of the best-kept secrets of the music world. Casting directors in the big opera houses are slowly beginning to fix their gaze on her, but orchestras and record companies have yet to wise up, and audiences at Covent Garden and the Met are still in the dark. A Canadian with a Polish father, Pieczonka, 34, served her apprenticeship in Vienna in the early 1990s and spent two summers at Glyndebourne, latterly as Arabella in 1996 - a part which showcased her charming stage presence. This weekend Pieczonka makes her debut as Elekta, Oxford, her first British role, in a new production of *Peter Grimes* at the Hamburg State Opera.

There is no shortage of classy North American sopranos making their way

across the Atlantic. Pieczonka stands out not because of her commanding height, but because there is nothing mass-produced about her - no plastic smile or identikit personality. She may share her US colleagues' confidence and ambition, but not their cultural imperviousness. Listen to her Sieglinde, as I did last summer in Edinburgh: her

she won two continental singing competitions. Vienna's agents took note, and there she was, "die kleine Pieczonka", cycling in to the Volksoper every day to sing roles like First Lady in *Die Zauberflöte* and Laura in *Der Zauberstudent*.

For someone who spoke barely a word of German, a three-year contract in Vienna amounted to jump-

I well remember her raunchy Frieda in Aribert Reimann's *'Das Schloss'*, cracking a whip and singing all sorts of strange scoops and high Cs

ing in at the deep end. She found it "absolutely grueling. They pulled me apart - I was told I didn't know how to move, that my German didn't make sense. And I have to admit, I had no idea what I was singing in all those operettas. It had to be light and frothy, so I just memorised the lines and made sure I knew when to laugh."

Although there were just as many tears in her first 18 months, Pieczonka stuck at it because she was getting a solid grounding in the theatre. While colleagues back home were understudying tiny parts, she was adding

Donna Elvira and the *Figaro* Countess to her repertoire, often jumping in for indisposed colleagues. The turning point came with a Harry Kupfer production of *Boris Godunov* - "very intense, with a lot of rolling around" - in which she sang her first Tatiana. It was a hit, and she started guesting elsewhere.

I well remember her raunchy Frieda in the world premiere of Aribert Reimann's *'Das Schloss'* in Berlin in 1992, cracking a whip at her first entrance and singing all sorts of strange scoops and sustained high Cs. At that stage she didn't question anything that was asked of her: "I'm a bit more conservative now - more a question of 'Prima la voce'. In Vienna I just did what was required, because I thought I'd be fired otherwise. You hear all sorts of horror stories about singers being taken advantage of and ruining their voices, but it's the soprano who are most at risk. I'm lucky that Vienna saw my potential and didn't overwork me."

Having graduated from the Volksoper to the Staatsoper, she found herself in 1993 singing for Riccardo Muti - who was sufficiently impressed to cast her as Donna Anna in a new production of *Don Giovanni* for next year's Vienna festival. She also has her first Elsa lined up, in a new *Lohengrin*



"I'm lucky that Vienna saw my potential and didn't overwork me": Adrienne Pieczonka

at Munich. So, as a lyric soprano with dramatic tendencies, does she see herself following a similar path to Gundula Janowitz, a great Viennese-trained Elsa of a previous generation?

Some of their vocal properties are similar. Like Janowitz, Pieczonka has the seamless, fine-spun sound for Strauss's *Four Last Songs*, and she found her Viennese experience an ideal preparation for Arabella - not just because it taught her fluent

German, but "because I know the Fräulein and the kind of house where Aribert would live. The role was like Viennese blood to me. I love Hofmannsthal's text - there's nothing contrived in the conversation, it's just like thoughts coming out, and Strauss sets it so beautifully. People say the German language is unsingable. Bollocks!"

But with a career revolving around Vienna, Munich and Hamburg, Pieczonka is

one. There's no opera like *Otello* for showcasing it. In the last act, you don't really need stage direction - it's just a matter of how beautifully you can sing the "Willow Song". And if that's not enough, you get down on your knees and sing the "Ave Maria". Then you get strangled. I loved it!"

'Peter Grimes' is at the Hamburg State Opera on May 17, 20, 23, 26, 30, and June 3, 9, 11 (44-40-351721).

POP JEFF BUCKLEY

A perfectionist - gone but far from forgotten

The death by drowning last year of Jeff Buckley was widely regarded as a pointless waste of an outstanding talent; but in truth he had yet to prove himself. True, 1994's *Grace* was an outstanding debut, full of fiery energy, sensuality and a willingness to change direction unexpectedly which made his work uncomfortable to categorise.

'Sketches' gives a snapshot of Buckley's state of mind before that ill-conceived swim, confirming his promise

But the years since that considerable achievement were full of rumours of creative burn-out and hours of fruitless toil in the recording studio. Buckley developed a reputation for restlessness and perfectionism, an uneasy combination when a record company is anxiously awaiting the follow-up of a critically acclaimed album.

Buckley never completed that album; but the need for *Sketches (For My Sweetheart, The Drunk)* (Columbia), compiled under the

supervision of his mother, Mary Gilbert, gives a snapshot of Buckley's state of mind before he wandered off for that ill-conceived swim in Memphis Harbour; and what exciting thoughts were therein contained.

There has been controversy even in the putting together of the album, with various parties arguing over Buckley's precise intentions, but there is more than enough here to confirm the promise of one of the decade's few original talents. The first CD consists of sessions recorded with Tom Verlaine in New York, and could itself have made a more than polished successor to *Grace*. It is not vastly different in scope from that album, which may be why Buckley allegedly became disatisfied with it, but there are plenty of gorgeous moments throughout.

There is, first, the voice from the sweet, soulful phrasing of "Everybody Here Wants You" and "Opened Once" to the frantic falsetto of "Vancouver". Buckley's swooping vocals (the element in his work which drew the most comparisons with his father Tim) give the most banal of his lyrics an emotional charge.

Then there are the angular, guitar-driven "The Sky is a Landfill" and "Nightmares By the Sea", full of urgency and drive. Sometimes he tries too hard:



Sadly truncated career: the late Jeff Buckley

"You're a woman, I'm a calf! You're a window, I'm a knife" he sings on "Morning Theft", a couplet that no amount of breathy eroticism can rescue. But then there is the ironically propulsive opening of the ghostly, closing "You and I" - "You and I, Ah, the calm below that poisoned river wild" - and the spell takes effect once more.

The second CD is the work-in-progress part of *Sketches*, and is frankly one for the aficionado. Recorded at home on a four-track, many of these songs transgress the line between experimentation and cacophony, although the cover of Genesis's "Back in N.Y.C." illustrates Buckley's burgeoning interest in musical complexity.

Peter Aspden

There will, we can be sure, be more out-takes, live performances and assorted curios to come from Buckley's sadly truncated musical career, but these sketches at least make the eulogies which followed his death sound a little less extravagant.

Three loaded situations

THEATRE

ALASTAIR MACAULAY

Three Pinter plays
Dowmar Warehouse, London WC2

There is a fascinating and characteristic unease that marks an audience's reaction to the plays of Harold Pinter. Often the audience laughs - it dissolves the tension. Often it coughs apprehension goes straight to the respiratory system.

But when the audience is enthralled, it is not allowed to relax. Who are these characters to each other? Where is this play going? Above all: how should we react? But Pinter will not give us a clue. Some people feel that he is a manipulative playwright, playing cat-and-mouse with us. But his inscrutability is not just his technique in entertaining us; it is the key to his view of humanity and life.

Witness the superb Pinter triple bill at the Donmar Warehouse. Sometimes he is as much fun as Coward (especially Pinter himself, who acts in his 1961 play, *The Collection*); sometimes he is as suspenseful as Hitchcock; sometimes he is as fierce and intimate as an exposé of the power-struggle between two people as Strindberg; and sometimes he drops opaque utterances with the peculiar eloquence of T.S. Eliot. In *The Collection*, he illustrates the complex perturbations between two households caused by a whiff of adultery. In *The Lover* (1963), he dramatises the need for fantasy and role-playing within a marriage and makes it a serio-comic battlefield

between husband and wife.

In *A Kind of Alaska* (1982), he depicts the painful politics between a patient awakening after many years and the carers who have watched her at the expense of their own lives. In Pinter, every character is vulnerable; unattainable; unknowable; self-contradictory. Meanwhile the rhythm of the sentences is sensuous and audacious.

To judge the range of Pinter, you need only attend to this triple bill's two most authoritative performances: Pinter's Harry in *The Collection* and Penelope Wilton's Deborah in *A Kind of Alaska*. I wrote of both when

Pinter himself is full of elegance, danger, aplomb

Witness them last spring in Dublin; but, as seen only 20 minutes apart, they handsomely lead us in diametrically opposed directions. Pinter himself is full of elegance, danger, aplomb. He takes charge of loaded situations with a partly absurd display of urbanity; he tries to reinforce his authority with petty assertions of power, and often you see in him the cowardly control-freak secreted behind the polished snarl. Wilton is, by contrast, like an openly beating heart. As she tries to come to terms with the world that has grown old while she slept, she veers between old memories and new bafflement, between active denial and delicate acceptance. And at all points she reveals herself: the psychosexual fantasies, the

social attitudes, the different family loyalties all pour artlessly from her.

Pinter writes like a composer fascinated by harmony; each new line brings with it a change of key. Two actors who have worked before with Pinter, Douglas Hodge and Lia Williams, also give two performances each here that are especially revealing in this respect. As James and Stella in *The Collector* and as Richard and Sarah in *The Lover* (both directed by Joe Hartman), they are beautifully aware to the moment-by-moment nervous adjustments in Pinter's writing. They bring to the surface the human fragility that is part of Pinter's essence.

Bill Nighy brings to the seemingly small role of Hornby in *A Kind of Alaska* (ideally directed by Karen Reisz) a brilliant complexity of understanding, pain and of patience, strength and of defeat. lie within his smallest movements and least words.

Who but Pinter would here make us feel Deborah's power-assertions? She has been through hell, but - charmingly - she makes herself the centre of attention. At the end, she seems the least broken person in the room. And yet, because of her (and Wilton), you have been on a rare inside or outside the theatre.

Correction

Contrary to the review of *Rent* in yesterday's FT, the late Jonathan Larson did not have an Aids-related illness. We apologise for the distress this error has caused.

INTERNATIONAL

Arts Guide

AMSTERDAM

OPERA
Netherlands Opera, Het Muziektheater
Tel: 31-20-557 8911
Tosca by Puccini. New production by Nikolaus Lehmann with a cast including Bryn Terfel. The conductor is Riccardo Chailly; May 15, 17, 19

BERLIN
CONCERTS
Philharmonie
Tel: 49-30-2548 8354
Berlin Philharmonic Orchestra: conducted by Emanuel Krivine in works by Beethoven and Tchaikovsky. With violin soloist Gil Shaham; May 17, 18, 19

BOLOGNA
OPERA
Teatro Comunale
Tel: 39-51-522 999
www.netuno.it/bol/teatroculturale
Don Pasquale by Donizetti. La Scala production conducted by Maurizio Benini/Roberto Poliati in a staging by Stefano Vizioli. Cast

includes Ruggero Raimondi; May 15

BONN
EXHIBITION
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland
Tel: 49-228-977 1200
www.kah-bonn.de

The Iberians: display of 350 objects made between the 6th and the first century BC, by a little-known civilisation which existed on the west of the Mediterranean bowl; between Andalucia and Languedoc. Some of these objects have never before been removed before from the sites of their excavation. Others have been loaned by Spanish and French museums; from tomorrow until Aug 23

BOSTON
EXHIBITIONS
Museum of Fine Arts, Boston
Tel: 617-262 9300
A Grand Design: The Art of the Victoria and Albert Museum. North American tour of selected objects from the V&A's collection. Ranges from de Vinci's notebooks to Vivienne Westwood shoes; ends on Sunday

FRANKFURT
CONCERTS
Kunstfunk Open
Tel: 49-69-21202
Budapest Festival Orchestra: conducted by Iván Fischer in works by Mahler and Bruckner. With mezzosoprano Doris Schöffel; May 15

BRUSSELS
OPERA
La Monnaie
Tel: 32-2-229 1211
• Il Ritorno d'Ulisse in Monteverdi. New production by Philippe Pierlot in a staging by William Kentridge. With the Handpiping Puppet Company;

at the Lunatheater; May 15, 16, 17, 19, 20

• L'Orfeo: by Monteverdi. New production conducted by René Jacobs and directed and choreographed by Trisha Brown; May 15, 16, 17, 18, 19

CHICAGO
CONCERTS
Orchestra Hall
Tel: 1-312-294-9000
www.chicagosymphony.org

Chicago Symphony Orchestra: conducted by Franz Welser-Möst in works by Brahms and Shostakovich. With piano soloist André Watts; May 15, 16, 19

FLORENCE
OPERA
Maggio Musicale Fiorentino
Tel: 39-55-211758
www.maggiofiorentino.com

Le Comte Ory: by Rossini. New production by Roberto Abbado in a staging by Lorenzo Mariani; ETI-Teatro delle Pergole; May 15, 17, 19

GENEVA
CONCERTS
Victoria Hall

41-22-3770017

Orchestra de la Suisse Romande: conducted by Edmon Colomer in works by Turina, Ravel and Falla. With piano soloist Alicia de Larrocha; May 15

LISBON
CONCERTS

100 Days Festival, Expo '98

Madrid Symphony Orchestra: El Amor Brujo by Manuel de Falla; Main Auditorium, Centro Cultural de Belém; May 16, 17

LONDON
CONCERTS

Royal Festival Hall

Tel: 44-171-962 4242

Barenboim Beethoven Cycle: series

of six concerts, with Barenboim

conducting the nine Symphonies

and directing the five Piano Concertos from the keyboard. With the Staatskapelle Berlin and London Symphony Chorus; May 15, 16, 17

FRANKFURT
CONCERTS

Dorothy Chandler Pavilion

Tel: 44-69-365 2500

Birmingham Symphony Orchestra: Sir Simon Rattle

conducts a programme of works

by Rameau, Haydn and Beethoven; May 15, 16, 17

LOS ANGELES
CONCERTS

Bayerische Staatsoper

Tel: 49-89-2185 1920

The Midsummer Marriage: by

Michael Tippett. Mark Elder

conducts a production staged by

Richard Jones

COMMENT & ANALYSIS



PHILIP STEPHENS

Forgotten continent

The fuss over who-said-what-when in relation to the coup in Sierra Leone is an example of Britain's indifference towards Africa

Africa lies beyond our horizons. flickers before our consciousness only as a sporadic sequence of uncomfortable events. Once in a while, television confronts us with the grisly images of another war. another famine. Or we hear of a bloody coup in a country we could never quite place on the map. We slip a small donation into an envelope and close our minds to the continuous tragedy of the continent.

Who cares if Africa has fallen off the edge of the global marketplace? With the end of the cold war it has lost its strategic significance. And it is too poor to matter otherwise. Africans do not have the money to buy Coca-Cola. They lack the education to use Windows 95. The continent cannot pay its debts. Measured in today's dollars the output of Africa south of the Sahara is less than that of Switzerland. Save for the beacon at its southern tip, it is a place best left to mercenaries and missionaries.

We have grown weary of the grim statistics. Annual income per head stands at less than \$500. In the rich countries of the west it averages nearly \$26,000. The mortality rate for children under five is 147 per 1,000. In high-income countries, the comparable figure is seven. Of 32 low-income countries officially classified as severely indebted, 25 lie in sub-Saharan Africa.

Outstanding debt of £140bn represents more than three-quarters of these countries' annual income. They spend more than four times as much on debt service as on health. Plagues once thought eradicated - tuberculosis, yaws, yellow fever - could not find a more hospitable incubator. We

have lost count of the victims of war. How many recall now that it is only four years since 500,000 died in Rwanda's genocide? Into this stagnant pool of indifference has stepped something called the Arms to Africa affair. Ministers or officials in Tony Blair's government have been accused of conniving with British mercenaries in the recent restoration to power of democratic government in Sierra Leone.

The alleged collusion, we are told, might have broken the United Nations arms embargo imposed after last year's brutal military coup in this impoverished west African state. Entire forests have been consumed in the media game of dividing who-said-what-when during the months before President Ahmed Tejan Kabbah's counter-coup. The ethical foreign policy trumpeted by Robin Cook, Britain's foreign secretary, has been dismissed as fraudulent.

This is not the occasion to pass judgment on whether Mr Cook was culpable of sins of commission or omission. Suffice it to say that a rather small fire seems to have generated an awful lot of smoke. Perhaps it tells us something about public confidence in democracy that so many prefer the word of mercenaries to that of their politicians.

What strikes me, however, is the way in which the dismal condition of Sierra Leone itself has been deemed entirely incidental. This former British colony has long been sliding into economic and social chaos. At \$200 per capita income is now less than half even the awful average for sub-Saharan Africa. Life expectancy is less than 40 years. Its government is sustained only with the

support of Nigeria's General Sani Abacha.

Who cares? The important point, we are told, is whether Mr Cook was diligent in the reading of official papers about the coup. The truth, of course, is that Britain's offence has been one of long-term complacency rather than short-term complicity. Had President Kabbah not been restored to power with the aid of British mercenaries, we would have heard nothing of Sierra Leone.

There is nothing unusual in this indifference. Britain has grown weary of the white man's burden. It is easier to lay the blame for Africa's ills on tyrants who have squandered western aid, on tribal wars and on regimes that have robbed their own people. Britain's responsibility ended with empire. What matters now is the defence of its remaining commercial interests.

Serious diplomatic energy is to be expended where it counts: in Washington and Paris, Brussels and Beijing. Thus while others seek to tighten the sanctions against General Abacha's squalid dictatorship, Mr Blair's government prefers to back British Airways' efforts to make money again from the London-Lagos route. The tyranny of Daniel arap Moi's Kenya is overlooked lest trade is damaged or Britain threatened with an influx of East African Asians.

Zimbabwe and Zambia have no place even in what pretends to be an ethical foreign policy. Yet there is something simple and straightforward that could be done to begin easing Africa's pain. Governments of the eight leading industrial countries could back the campaign by the Jubilee 2000 coalition of non-governmental aid

agencies to cancel the debts of the poorest nations.

The cost would be minimal, as no one anyway expects the debts to be fully repaid. But when Mr Blair hosts the summit of Group of Eight leaders in Birmingham tomorrow, they will opt instead for minor improvements to an existing, wholly inadequate debt reduction programme.

Mozambique, the latest beneficiary of this supposed generosity, will see its debt payments actually increase under the programme.

It is a question, we are assured, of moral hazard. If these nations have their debts cancelled now, they will have no incentive to repay future borrowings. And the west needs to retain its leverage to force Africa into the straitjacket of the International Monetary Fund's structural adjustment programmes.

Never mind that Joseph Stiglitz, chief economist of the World Bank, has publicly

attacked the prescription for slavish adherence to economic orthodoxy represented by the so-called Washington consensus.

And avoidance of moral hazard is a principle we must apply only to debtors. The creditors who secretly lent \$8.5bn to President Mobutu Sese Seko's Zairean regime during the 1980s cannot be exposed to the risk of default. The government that overthrew him must pick up the bill for the west's collusion with Mr Mobutu's corruption. The rest of us meanwhile must ignore the awkward reality that a large chunk of the continent's outstanding debt is a legacy of the western arms sales that have so successfully fuelled its conflicts.

Debt relief, of course, is a start rather than an answer to Africa's myriad ills. There is much that can be done with diplomacy. Political sticks will sometimes have a role alongside the carrots of trade and aid. But reclaiming Africa is more than a question of ethics and humanity. Its problems - of crime, disease, the environment, drugs, migration - are already being felt beyond its borders. We can turn off the television news. We cannot ring-fence a continent.

Carelessly planned debt relief would also be unwise because:

- Capital flows to developing countries are limited. More for the heavily indebted - whether concessional debt relief for Africa or bailouts for east Asia - means less for relatively well-managed economies, such as India and China. These already get less support per head. They use capital more efficiently, and have achieved great advances. Yet they remain the heartlands of poverty.
- We lack proof that HIPC governments use debt-relief resources against poverty, sickness and illiteracy, rather than for arms or public building.
- Proposed relief would, by penalising concessional lenders (for example, the World Bank's "soft loan" arm), ease repayment for harder lenders, domestic and foreign.

So careful, enforced conditions are needed - but centred on fashionable invective against "dirigiste... interventionist governments". Developing countries have gone some way to roll back inappropriate trade distortion, regulation, and public-sector production. Where the growth response has been disappointing, as in most HICPs, it is usually because governments have failed to take more action - against disease, illiteracy and through farm research, rural infrastructure, and often land reform) mass poverty. East Asia's success, shown in Wolf's graph, was based on such limited, but substantial, dirigisme.

Can the G8 move from

LETTERS TO THE EDITOR

Debt relief argument reveals hard heart and expectations that are unrealistic

From Ms Ann Pettifor.

Sir: The logic of Martin Wolf's article is clear ("Soft heart, soft head", May 12). He argues that "what matters is not the debt, but resources into a country exceeding those transferred out". In other words, bankrupts should not worry about bankruptcy. Instead, as long as they continue attracting new loans and grants, in excess of their existing debts, they can "spend more than the value of their output" with these transfers.

This is the kind of irresponsible advice the International Monetary Fund has been giving poor country governments for years. It is particularly irresponsible in the context of a 35 per cent fall in grants and net official flows to sub-Saharan Africa over the past seven years, and of falling commodity prices. Such advice encourages dependence on foreign loans and aid inflows, and discourages balanced, sustainable development.

It has also helped undermine the debtor creditor relationship as countries increasingly rely on new loans or aid to finance old unpaid debts. Transfers stay on the magic round-about and come straight back to the creditor or donor, in the form of debt repayments. It takes a hard heart and a soft head to lead poor countries down this particular path.

Ann Pettifor, director, Jubilee 2000 Coalition Charitable Trust, PO Box 100, London SE1 7RT, UK

From Professor Michael Lipton.

Sir: Martin Wolf courageously questions whether "highly indebted poor countries" (HICPs) need softer conditions on debt relief.

Carelessly planned

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Can the G8 move from

WE GOT NOTHING AGAINST POOR PEOPLE NOT STARVING TO DEATH AS LONG AS THEY'RE WILLING TO PAY FOR IT



Wolf's valuable critique to positive policies? Aid, including debt relief if appropriate, exists to help developing countries towards effective public action against mass poverty, illness and illiteracy. To this end, the 1996 OECD agreement - the centrepiece of aid policy in Britain - commits donors to enter into partnerships, led by each aid recipient, for monitored policies to halve absolute poverty by 2015, and to meet similarly "hard" health and literacy goals. To achieve such ends, governments need to commit themselves to costly new actions, as well as to abstain from unwise old actions. HICPs that demonstrate their will to implement such policies deserve aid, debt relief, and priority in the liberalisation of EU and other markets. Others do not.

Michael Lipton, research professor of economics, poverty research unit, Sussex University, Brighton BN1 9QN, UK

From Mr John Gossage.

Sir: Martin Wolf is in danger of seriously underestimating the Jubilee 2000 campaign in trying to depict it as a band of people with good intentions but confused thinking. I have met no one who seriously suggests, as he alleges, that severely indebted developing countries were not poor before they became indebted. Debt relief is clearly not the complete solution. Trade, private sector capital flows, public sector and non-governmental organisation aid all have important roles to play in fostering development. Yet there is still a strong case for the unconditional relief of unsustainable debt, and relief of residual debt upon conditions that would include, where appropriate, adoption of structural adjustment programmes designed to achieve the economic rectitude it seeks.

When Martin Wolf worked at the World Bank between 1972 and 1974 most of the people now alive in the east African countries with which he worked would probably not have been born. Moreover, he ignores the impact of the second oil shock, the collapse in com-

modity prices and the sus-

tained depression in the

terms of trade of commodity

producers that ensued. The

dictator governments of sub-

Sahara, and elsewhere, have

been swept away. It is their

successors that have to

struggle with the debts that

were incurred. Are the sins

of the fathers to be visited

upon the second and third

generations? That was not

the view taken with respect

to West Germany after the

second world war, nor

indeed towards the peoples

of central Europe after the

fall of the Berlin Wall.

We in the wealthy west

are enjoying the benefits of

rising volumes and falling

prices in many products, but

just think what conditions

might be like if an exogenous

shock were to turn this

into a situation where both

volumes and prices were fall-

ing. One day we shall need

the demand of the world's

poor for our goods and ser-

vices. We ought to start

today to make sure that it

will be there.

John Gossage, Rose Villa,

230, Hanworth Road,

Hampton, Middx, UK

From Mr Bill Linton.

Sir: Martin Wolf takes a hard-headedness too far in his argument against debt relief for Africa. Since he finds campaigners' concern for the poor "impressive and justified", one might reasonably have expected him in dismissing debt relief, to come up with an alternative strategy for levering the poorest African countries out of the mire. His failure to do so looks suspiciously like complacency - a suspicion compounded by his admission to having worked for the World Bank on several east African countries in the 1970s, when it was the complacency shown by the bank and other financial institutions which started Africa down its present disastrous path.

Sure, some of the money

was wasted, but what about

the huge hike in interest

rates in the 1970s, or the

steady erosion of the terms

of trade - often exacerbated

by the IMF's insistence on

forcing all its client coun-

tries to grow the same few

cash crops? And how does

good governance or financial

prosperity find a toehold in a

wrecked economy? Mr Wolf's

expectations are unrealistic.

The burden of unsustainable

debt results in hospitals

without medicines, schools

without books or money to

pay teachers and malnourished

stunted - or just plain

dead - children. Twenty-one

million extra child deaths in

the next decade, Mr Wolf,

if debt relief is not granted.

If you can argue against that

then your heart is even

harder than your head.

Bill Linton, 39A Fox Lane,

Palmers Green,

London N13 4AJ, UK

multinationals ignore trailing spouses

From Dr Elizabeth Marx.

Sir: The support of spouses in international assignments is becoming increasingly important. As cited in your article, "Don't forget the trailing spouse", (May 6), support programmes in companies such as Shell International Petroleum can be seen as highly progressive. Unfortunately, our own research of 92 British and 92 German companies (supported by the Anglo-German Foundation) shows a less encouraging picture, as only 5 per cent of companies in the UK and 15 per cent of companies in Germany look at the spouse issue at selection stage.

It should therefore not

come as a surprise when the same companies report the issue of "trailing spouses" as one of their top problems in managing international assignments.

COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Friday May 15 1998

A purely local problem

The proposed merger of SBC Communications and Ameritech has caused some twitching among US policymakers. Understandably so: even the most hardened free marketeer must baulk slightly at a *de facto* monopolist with a market value of \$120bn.

For once, though, size may be irrelevant. The smaller merger of WorldCom and MCI, which will control more than half the US's internet backbone capacity, arguably poses more threats to the consumer. And last year's mooted merger of SBC and AT&T – rightly torpedoed by the authorities – would have combined two companies which should, in non-regulated world, be in fierce competition.

To see why the merger of Baby Bells is a lesser threat, consider what the 1984 break-up of the old AT&T aimed to achieve. Mainly, it threw open to competition the fast-growing business of long-distance and international telephony.

Less important, it broke the local monopoly into seven pieces. One motive was to introduce competition by emulation. As soon as Wall Street, for instance, could make direct comparisons between the Baby Bells, levels of efficiency were promptly rewarded or punished through the share price.

The merger of SBC and Ameritech would reduce those pieces to four. Suppose a *reductio ad absurdum*:

Food for war

Compassion demands a prompt response to the tragedy in southern Sudan, where some 350,000 people are in danger of dying from hunger. But more than humanitarian measures are needed. Peace talks between warring factions in the region have been suspended for three months. In the face of such a human disaster, that is intolerable.

It is civil war rather than drought that has led to the danger of famine, and it is problems with food delivery, rather than availability, which are causing the suffering. Feeding the hungry on terms laid down by the protagonists also fuels the war: inevitably some of the food is diverted to the rival armies. But by easing the suffering, donors free the protagonists from responsibility for their actions, thus reducing the pressure to reach a settlement.

This is Africa's longest running civil war, dragging on for 40 years with only a brief respite. At least 1m people have died from fighting or famine. It pits the extremist Moslem regime in Khartoum against southern-based Christian rebels seeking autonomy or outright independence. In recent years it has threatened to widen into a broader regional conflict involving Uganda, Ethiopia and Eritrea. It is 10 years since Operation Lifeline Sudan was launched to feed the civilians caught in the

middle. Hailed as a breakthrough at the time, it involved the UN and both warring factions, established safe corridors and cross-border relief operations. But the combatants have been allowed to abuse the agreement, using food to co-opt, coerce or punish the innocent, safe in the knowledge that when disaster looms, the donors will bail them out.

More than that, the aid programme lifts the pressure on the combatants to reach the peace the country desperately needs. The basis of a settlement may be emerging: a loose confederation between north and south, with a referendum after two years on autonomy for the south. Khartoum has proposed a tighter federation than the rebels would like, but has at least accepted the principle of self-determination in the south.

Bridging the gap need not be hopeless. But both sides believe a military victory is still possible. As long as aid donors bail out the war lords by assuming responsibility for the victims, prospects of a settlement are slim.

One cannot expect the international community to allow the civilian population to starve. But far greater pressure is needed to force both sides of this grim civil war to sue for peace. Europe and the US should add their weight to the regional peace initiative so that both sides return to negotiations forthwith.

Productivity gap

Improving Britain's productivity is Labour's latest big idea. Gordon Brown, the chancellor, reminded us of this yesterday, when he turned up to hear the preliminary findings of a McKinsey report into Britain's productivity gap.

The consultancy confirmed that, despite the "productivity miracle" of the 1980s, the UK still lags behind its major competitors. UK market sector output per capita is 40 per cent lower than the US, and 20 per cent behind West Germany.

Some of the gap is explained by the different composition of Britain's labour force. Without the constraint of a minimum wage (for now), there are more low-skilled, low-wage workers in Britain than in France or Germany. This reduces average productivity, but does not make Britain less efficient.

Much more of the differential, though, is a result of Britain's low capital stock, a legacy of years of concentrating on low-tech industry. The British labour force, with a smaller and older stock of capital to work with, is bound to be less productive.

The mystery is that investment growth in the UK is still relatively slow, despite the fact that a low capital stock should make additional investment very profitable. The UK's share of investment in gross domestic product has been consistently lower than the EU average for decades. Investment during the current

recovery has been sluggish, and is hardly likely to improve in the near future, with company cash-flow being hit by tax changes.

There is no straightforward explanation for this, but McKinsey puts forward several possibilities. One obstacle is product market regulation which, it suggests, may be more important than labour and capital market factors. Certainly excessive regulation is still important in some sectors. But this does not explain why the UK is so far behind the equally heavily regulated countries of the EU.

Management attitudes could be much more important. The two huge recessions in the past 20 years have undoubtedly changed attitudes. Many managers could be wary of making long-term investment commitments; far safer to take on extra labour, which could always be shed when the next crunch comes. If this is true, it will take a prolonged period of macroeconomic stability before companies will take bigger risks.

Any investigation into what holds Britain back is welcome. Gordon Brown should realise, though, that the policy prescriptions are not likely to be very exciting. The most important things the government can help are to provide a stable macroeconomic environment, a good regulatory system, and a well-trained stock of labour. Any attempt at quick fixes could just make matters worse.

The Indonesian endgame

Peter Montagnon and Sander Thoenes argue that if the riots in Jakarta continue unabated, President Suharto's days in office will be numbered

Anger, exhaustion and gloom. All these emotions could be read on the face of Indonesia's President Suharto as he stared into the television cameras in Cairo this week. But not necessarily yet despair.

For many, both in and out of Indonesia, his abrupt return home today to a riot-torn Jakarta marked the beginning of the final crisis of his 32-year presidency. Unless the rioting stops soon, Mr Suharto may have no choice but to step down.

The force of the riots has shaken the previous conviction that the Indonesian leader might hang on. Like his predecessor President Sukarno, for months or even years before finally being edged out. The end-game for his presidency clearly started with the onset last year of Indonesia's most severe economic crisis in decades. But there was always doubt about how quickly it would conclude.

Until this week it has been widely assumed that the wily Mr Suharto, who is long-practised in the art of dividing and ruling over his opposition, had a more formidable grip on the levers of power than would be expected of a leader facing such an intractable crisis.

But many analysts also



From left to right: former president Suharto; president Suharto; a protestor in Jakarta; vice-president B.J. Habibie

thought that the critical moment for him would come when rioting spread out of the university campuses on to the streets, and when it spread from provincial cities to the capital which the authorities have always tried to keep calm.

Suddenly on Monday that time came with the apparently wanton and still unexplained shooting from behind of six students from Jakarta's most prestigious university. By yesterday there had been seven more deaths. Rioting and looting had spread to large tracts of the capital, in particular to the northern parts of Jakarta where the Chinese community live. The phones in the capital were going down intermittently, while offices and banks were closing so that staff could go home.

One is that there will be a brutal crackdown by the military. This would radicalise the opposition, and foment popular resentment against the local Chinese community, the International Monetary Fund, which has imposed austerity on the nation, and foreign multinationals that have enriched themselves by forging links with companies controlled by Mr Suharto's family.

The other is that the establishment – which includes both the military and leading business figures – would persuade Mr Suharto to step down before popular opposition becomes that extreme. The National People's Congress, which selects the president, would then be quickly convened and a new president selected.

Mr Gale argues that this has now become the most likely option, as the elite deserts Mr Suharto in the light of this week's unrest and as the rupiah collapses again. Yet two serious obstacles remain: the position of the armed forces, and the lack of any obvious alternative to Mr Suharto.

Such a view may seem curious considering the extent of the mayhem this week, but Mr Greenwood points out that Medan, a large city in Sumatra, is now quiet after earlier violent riots. In Jakarta the focus has moved away from students and on to ordinary people who, on past form, eventually tire of running amok. The brutal fact is that popular riots are also easier for the authorities to crush, because there is less adverse publicity than when the casualties

are among articulate students. Still, even Mr Greenwood admits this may be Mr Suharto's last chance. Failing a speedy restoration of order which would allow him to limp on for a while longer, the situation could develop in one of two ways, says Bruce Gale of the Political and Economic Risk Consultancy in Singapore.

One is that there will be a brutal crackdown by the military.

This group includes some of the country's brightest and least corrupt economists, but few competent politicians and few natural long-term allies. Mr Wahid, a cautious intellectual who has been bedridden after a stroke, has been suspicious of the populism and ambitions of Mr Rais.

Mr Wahid, a prominent historian, believes a military crackdown, with or without Mr Suharto as president, is still the most likely outcome. "Activists have been kidnapped, artists are put in jail, students have been killed," he said. "If they are willing to go this far, they are serious."

The attitude of the army

is in the previous cabinet and a former student activist. Fellow economists Emil Salim, Mohammad Sadli and Kwik Kian Gie are expected to join.

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INSIDE

Bidding war likely after Seagram move

A week after Seagram chief executive Edgar Bronfman Jr left, started talks to buy PolyGram, the Dutch entertainment group, other potential suitors are now lining up and a fiercely contested bidding war for the company seems likely. But why has PolyGram attracted so much attention in the 10 days since Philips said it was "evaluating" the future of its majority holding? Page 18

Vickers defends R-R Motors deal

For many British investors Vickers' sale of Rolls-Royce Motor Cars to Volkswagen, a German company, is a national humiliation. However, Vickers argues that emotional attachments cannot withstand the sale's financial logic and that R-R Motors will enjoy a brighter future under the control of VW. Page 21

S Koreans set high asset sales target

South Korea's six top conglomerates are hoping to raise \$30bn through asset sales to foreign investors to reduce their corporate debt. But analysts say the expectations of the conglomerates, or chaebol, are over-optimistic. Page 19

Casablanca bourse's climb continues

Casablanca's emerging bourse has risen impressively since the beginning of the year, gaining more than 21 per cent. Many stock prices have reached historical peaks and prices are more than 18 times earnings. Analysts say several domestic factors lie behind this performance. Page 36

Zimbabwe tobacco action expected

Hundreds of Zimbabwe's tobacco growers are expected to call for measures to offset the effects of low prices at a protest at Harare's main tobacco auction floor today. Page 26

Hewlett-Packard warning causes jolt

Tech shares were jolted after Hewlett-Packard's warning that its second-quarter earnings, expected today, would fall "well short" of estimates. Pricing pressure in the personal computer market and Asian economic weakness were blamed. Page 20

Mitsubishi joins Mozal project

Mitsubishi Corporation, the Japanese trading group, has emerged as the third partner in the Mozal aluminium project in Mozambique. Meanwhile, Billiton, the London-listed mining company that is the project's biggest investor, has given the go-ahead for the \$1.7bn smelter. Page 25

JCB plans its first US plant

JCB Group, the British construction machines manufacturer, is planning to challenge its north American competitor with its first production base in the US. The plant is due to be built by 2001 and is expected to produce up to 10,000 machines a year. Its location is still to be decided. Page 22

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FINANCIAL TIMES

COMPANIES & MARKETS

FRIDAY MAY 15 1998

Week 20

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Daimler set to take Nissan Diesel

German group to inject funds into troubled truckmaker

financial year on sales of

Y295bn

Nissan is understood to have proposed that Hirofumi Nakazawa, a Nissan Diesel executive, should become the latest president next month and join the Daimler-Benz board.

The German company seems highly unlikely to agree and is thought to want management control for its stake of more than 50 per cent.

Nissan's negotiating position

has been compromised by debts of nearly Y4,000bn after a huge expansion in the US and UK.

The company has warned that consolidated net

profits in the year ending in March plunged nearly 80 per cent

to Y16bn on sales of

Y6,500bn.

Lex, Page 16

By Edward Luce

The Deutsche Terminbörse, Germany's derivatives exchange, will today announce plans to endorse the new, Brussels-sponsored, alternative to London's benchmark money-market rate.

Jörg Franke, head of the DTB, said yesterday the move indicated Frankfurt's confidence that Euribor - the new money-market reference rate devised in Brussels - would topple the London inter-bank offer rate from its dominant position after European monetary union.

However, the DTB would also hedge its bets by continuing to list its three-month futures contract which is benchmarked against Libor as well as launching the Euribor contract later this year. Both Libor and Euribor are daily averages of the rates at which banks lend to each other.

"We believe that Euribor will become the benchmark in the euro-denominated money markets after Euro," Mr Franke said. "But Libor will also be liquid for some time so we are offering the market a choice during the transition period."

Today's move, which follows a low-key but powerful campaign by continental European governments to promote Euribor, is likely to surprise some brokers. "It seems the DTB is trying to be a bit too clever," said the head of derivatives at a US investment bank in London. "Either they choose Libor or Euribor, but to list both threatens to split liquidity."

International bankers are divided on the merits of the competing reference rates but point out that Libor is well established as the sole international reference rate for interbank lending in dollars, DMarks, lire, yen and sterling. Of the leading currencies, only the French franc is priced on a national benchmark.

Bankers also criticise Euribor for basing its calculation on a pool of 60 European banks compared with just 16 banks for Libor. The fact that some of the member banks of Euribor have lower credit ratings suggests that Euribor could be quoted at a higher rate than Libor, say bankers.

Lex, Page 16



Swinging to the rescue: Donkey Kong and other popular computer game characters such as Super Mario have helped boost profits at Japanese company Nintendo where overseas sales growth has been impressive

Super Mario 64 sends Nintendo profits up 48%

By Paul Abrahams in Tokyo

Nintendo said improved manufacturing techniques helped generate a reduction in cost of sales. Its operating margin rose from 1.6 per cent to 2.9 per cent as a result.

The figures were in line with expectations, said Naoko Ito, electronics analyst at Goldman Sachs in Tokyo. However, she said the company's prediction for this year's net profits of Y100m was Y10m higher than expected. Since the pre-tax profit line was similar at about Y100m, this suggested a substantial reduction in the tax charge.

In Osaka, where the shares are traded, Nintendo's stock rose Y100, or 0.4 per cent, to Y12,020.

Consolidated turnover rose 27 per cent to Y584bn, with overseas sales accounting for 77 per cent of the total.

The group said the Japanese economy had been hit by last year's increase in consumption tax and higher unemployment. It expected a continuing decline because of lower personal consumption.

The board proposed a rise in the final dividend from Y50 to Y70 per share. The payout ratio would be 25.6 per cent. Internal reserves would be mainly used for research and development to produce "unprecedented" types of amusement.

Under the agreement, ABC will become the exclusive producer and distributor in the region of Kaliber, Guinness' alliance.

ABC will supply Kaliber to Saudi Arabia, Iran, Sudan, Yemen, the United Arab Emirates, Jordan, Lebanon, Qatar, Oman and Bahrain. The alliance is a key step in its plans to treble sales of non-alcoholic beer in Saudi Arabia. This market, worth \$100m a year, is the largest in the world and growing at 33 per cent annually.

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COMPANIES & FINANCE: INTERNATIONAL

INSURANCE DUTCH GROUP LIFTS NET PROFITS GROWTH FORECAST FROM 20% TO 25%

Aegon scotches talk of ABN Amro link-up

By Gordon Crosthwaite in Amsterdam

Aegon, the Dutch insurance group, yesterday scotched persistent market rumours that it was contemplating a merger with ABN Amro, the country's largest bank.

Kees Storm, chairman, told shareholders at the annual meeting: "It is absolutely unnecessary for Aegon to merge with a bank for it to be able to continue successful growth."

Now it ranked among the

top 10 insurers worldwide, "we find it more important to be good than to be big for the sake of being big".

He increased the full-year forecast while announcing first-quarter profits at the top end of analysts' expectations.

Net earnings soared 61 per cent to Fl 648m (\$32m) compared with the three months to March 1997, showing the effect of its Fl 3.5bn acquisition last year of the insurance operations of Providian in the US.

But Aegon shares slipped

Fl 5.10 to Fl 270.30 as Mr Storm made one of the sternest rebuttals of the arguments for combining banks and insurers heard from a European financial services executive since Citicorp and Travelers of the US announced their planned merger.

Describing the discussion the deal had provoked as intriguing, he reminded shareholders that when ING and Fortis developed bancassurance in the Netherlands in the early 1990s, Aegon dis-

tanced itself from the competition. That remained its position.

Without the need for a merger, Aegon was successfully bringing banking services to the market, and wanted to sell more of its own products through banks. This was happening in US, Mexican and Dutch operations.

Premium income at Fl 742m was up 35 per cent, a rise which without Providian would have been 10 percentage points lower. Investment income rose 55 per cent to Fl 2.82m.

Logical broadening of our package of services," Mr Storm said.

In the first quarter, the investment return on assets held for the account of policyholders, separate from its own income, jumped to Fl 10.41bn from Fl 1.46bn a year earlier.

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NEWS DIGEST

BANKING

Deutsche Postbank upbeat after return to profit

Deutsche Postbank, the German postal bank being prepared for privatisation, forecast net profits of DM400m (\$222m) after tax this year after turning a heavy net loss in 1996 into a small net profit last year. The bank said it set aside more than DM1.5bn in provisions, before and after last year's operating profits to free itself of structural burdens in the future. With last year's results, Postbank has cleaned up its balance sheet ready for privatisation. Dieter Boenig, chief executive, said yesterday.

Postbank said group operating profit, after DM850m provisions for loan losses and other risks, increased from DM350m in 1996 to DM1.86bn last year. After further provisions for pension liabilities and the financial consequences of its options agreement with Deutsche Post, the German postal operator, Postbank reported that its DM1.26bn net loss after tax in 1996 turned into a DM27m net profit after tax last year.

The bank said assets increased 4.4 per cent to DM11.45bn last year. Growth in telephone and online banking meant Postbank could maintain its leading position in the German direct banking market. Peter Norman, Bonn

PolyGram sits pretty as potential suitors line up

Seagram must keep its nerve as the likelihood grows of a bidding war for the Dutch entertainment group, writes Alice Rawsthorn

When Edgar Bronfman Jr, Seagram chief executive, started talks last Friday to buy PolyGram, the Dutch entertainment group, it looked as though he had a clear run.

A week later, however, the field seems rather crowded.

Two US financial consortia – one composed of Forstmann Little and Thomas H. Lee, the leveraged buy-out funds, and another led by their arch-rival, Donaldson Lufkin & Jenrette – have expressed interest to Phillips, the Dutch consumer electronics concern that owns 75 per cent of PolyGram.

Other financial bidders are also understood to be considering entering the fray, as might entertainment groups Walt Disney, of the US, or Germany's Bertelsmann.

Seagram, which is thought to be willing to pay up to \$10bn for PolyGram, now faces the prospect of having to fight for the company in a fiercely contested auction.

Why has PolyGram attracted so much attention from prospective suitors in the 10 days since Phillips announced it was "evaluating" the future of its majority holding?

The company, which made net income of Fl 787m (\$393m) on sales of Fl 11.1bn last year, is undeniably an attractive acquisition.

It owns the world's largest classical music company and rock labels representing such superstar acts as U2, Metallica, Bob Marley, Elton John, Sheryl Crow and Hanson.

Since 1991, it has invested \$1.2bn on creating Europe's biggest film production and distribution business with a catalogue of 1,500 pictures including Bean, Fargo and The Graduate.

Seagram's interest in PolyGram is easy to understand. Music has been by far the most successful part of Universal, the US entertainment company it acquired three years ago, and Mr Bronfman is eager to expand that side of the business.

Initially, he set his sights on EMI, the troubled UK music group, but takeover talks founders last Friday. Mr Bronfman then turned his attention to the bigger, but better managed, PolyGram.

If he pulls off the deal, Seagram could derive significant economies of scale by

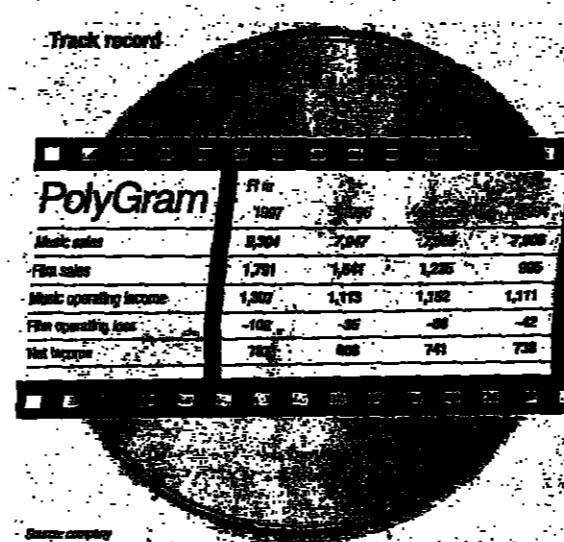
merging its record labels with PolyGram's, and folding the latter's film division into its Universal Studios subsidiary.

A financial buyer would not have those advantages. If Forstmann/Lee or the DLJ consortium won control, PolyGram would continue as a standalone company at a time when its film division is still in the red and the global music market is dogged by weak demand, increasingly fickle consumer piracy, and rising internet piracy.

These problems have taken a toll on PolyGram's recent profits performance. A successful financial bidder would be gambling that the Dutch group could return to more robust growth, in spite of film losses and the growing pressures on its music business.

The cynical reason why the US funds are willing to run that risk is because they, like their competitors, are awash with cash and hungry for corporate investment opportunities.

They might have bid for EMI. Seagram's former



quarry, but the UK group presents a more challenging prospect to a financial buyer.

Racked by turmoil among senior management, it has been far worse affected by the music market's recent difficulties than PolyGram.

An established entertainment group, like Seagram, could put its own team in charge of EMI, but an investment consortium might need to find new management.

By contrast, PolyGram could continue under its current regime. The new owner would also have the option of selling the film division, or they could wait for it to break even – as it is expected to do next year, providing that the uncertainty over the group's own

leadership does not prove too damaging.

Finally, Phillips is a willing seller, whereas EMI has flirted with various potential purchasers in recent years – including Disney and Bertelsmann, as well as Seagram – only to fail to agree terms.

A number of US funds are believed to be eyeing EMI, but so far none has emerged as firm buyer. Forstmann/Lee and DLJ are definitely interested in PolyGram: but they, like other funds, often need to find a reduced need for loan-loss provisions.

Last year, the bank provided nearly DM600m (\$373m) against risks in Asia, with operating profits after provisions down 8 per cent to DM1.28bn. Net income slid 2 per cent to DM727m.

Describing 1997 as "overall a successful year", Mr Neuber said operating profits before risk provisions rose 7.4 per cent to just over DM1.2bn. The balance continued to shift towards fee and trading income away from interest income on traditional lending, though this was still dominant.

Net commission income rose 21 per cent to DM1.98bn. This was the result of increased equities business, as well as improved profits from West Merchant Bank, the London-based investment banking operation and Thomas Cook, the tourism subsidiary.

Financial trading profits were 34 per cent higher at DM563m, mainly reflecting stronger equities and foreign exchange performance. Net interest income rose 12 per cent to DM4.39bn.

Confining our attention to the financial market, Mr Neuber said: "WestLB would be ready to hold talks with Landesbank Hessen-Thuringen (Helaba) if asked. Helaba, based in Frankfurt, is studying whether to seek a partner, with WestLB and Bayerische Landesbank regarded as likely candidates.

However, he recalled that a previous merger attempt with Helaba – then covering only Hesse and not the east German state of Thuringia – founded 10 years ago. He said the best solution to the cost and competition challenges facing public-sector banks was the preservation of separate regional units which co-operated in various ways.

Mr Neuber also criticised the private-sector banks' complaint against WestLB over the terms of a capital injection in 1992 through the integration of housing development funds, calling this "not very productive".

The matter is now being studied by the European Commission but Mr Neuber said he was confident about the outcome. Private-sector banks claim the capital injection amounted to unlawful state aid, which WestLB denies.

POLISH PRIVATISATION

Go-ahead for refinery sell-offs

The Polish government yesterday approved a privatisation plan for the country's oil refineries which will involve the sale of the Gdansk refinery to a strategic investor towards the end of this year.

The plan also foresees the public flotation early next year of the Plock refinery, which is to be merged with the state-owned CPN petrol distribution network. Plock has a refining capacity of 13m tonnes, while Gdansk has an annual capacity of 3m tonnes. Gdansk is to be handed about 200 of CPN's petrol stations before the privatisation.

The privatisation strategy, devised by Dresdner Kleinwort Benson, marks a departure from previous proposals for Plock to be sold to a strategic investor. DKB argued that revenues to be paid by a strategic investor.

Christopher Bobinski, Warsaw

FASHION

Gucci to buy out Korean chain

Gucci, the Italian fashion group, has agreed terms to buy out its Korean franchise. It has acquired 100 per cent of the Gucci business belonging to Sung Joo International, which includes rinashees and a recently opened 5,000 sq ft flagship store in the Chung Dam area of Seoul.

Until recently, Korea was a fast-growing market for Gucci and other Western luxury brands, but sales have slowed since last autumn. As Asia's stock market collapses, the acquisition of the Korean franchise, following the buy-out last month of Gucci's Taiwan franchise holder, fulfills part of the Italian company's long-term strategy of securing control of its interests in anticipation of the Asian market's recovery.

Alice Rawsthorn

TOBACCO

Paris continues Seita sale

The French government has sold a further 5.3 per cent stake in Seita, the tobacco group, in a deal with Deutsche Morgan Grenfell, the investment bank. DMG pipped other investment banks for the stake after the Treasury invited bids late on Tuesday, paying an undisclosed price per share for just over 2.7m Seita shares, which it sold yesterday to European and US investors at FF273.5 a share, valuing the transaction at FF746m.

That represented a discount of 0.73 per cent to the closing price of FF275.5 for Seita shares on Wednesday. Bankers said more than 75 per cent of the shares had been sold to investors in Europe by early afternoon yesterday, and DMG later announced that the transaction had closed.

Following the disposal, the French state still holds a residual stake of about 5 per cent in Seita, which was privatised in early 1995. Seita shares closed at FF274.5 in Paris yesterday, down FF1.20, Vincent Bolard

VENEZUELA

Oil consortium seeks \$2.8bn

An international consortium made up of Petróleos de Venezuela (PDVSA), the state oil company, Total, the French oil company, and Norsk Hydro, the Norwegian energy group, is requesting bids from investment banks to finance a \$2.8bn heavy crude oil project in eastern Venezuela.

The Sinopec consortium is seeking proposals by next week on loans totalling \$1.68bn and a \$1.12bn bond offering. PDVSA itself is acting as global co-ordinator and has asked each bank to bid on loan tranches of \$200m and \$80m respectively. However, "they may well end up hiring a lead manager anyhow," said a person close to the transaction.

The bonds are expected to receive investment-grade credit ratings similar to last year's benchmark \$1bn bond issue and \$450m bank-loan for Petrozuata, a heavy crude oil project between PDVSA and Conoco, the US oil company.

The project's financing comes as more Venezuelan long-term debt is hitting the market. This week PDVSA closed a \$1.8bn five-banche bond priced at 88-165 basis points over US Treasuries. Fertrinco, an international joint venture lead by PDVSA's petrochemical subsidiary, Pdvalesa, placed a \$250m bond in late April.

Three other multi-billion dollar heavy crude oil projects seeking finance are also in the pipeline. Raymond Colitt, Caracas

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Fortis-Générale deal to trigger shake-up

By Neil Buckley in Brussels

The planned merger of Fortis and Générale de Banque will lead to a broader shake-up of the structure of the Belgo-Dutch financial services group, creating a Belgium-based banking arm and Netherlands-based insurance arm, Fortis' co-chairman said yesterday.

Mauro Lippens also confirmed that Générale de Banque, Belgium's biggest, was likely to lose its stock market listing in the tie-up.

The bank had wanted to retain its Brussels base quotation.

Fortis is expected to announce a share exchange offer for all of Générale once both sides have reviewed each other's books.

A tie-up – creating a \$30bn-plus business that would be among Europe's top 10 financial institutions – was approved unanimously by Générale's directors on Tuesday, a week after a meeting found only one-third of directors in favour.

– "We will have one integrated banking pole, and one insurance pole – a banking business based in Belgium and an insurance business based in Holland," Mr Lippens said.

It has maintained a dual structure, with boards in Belgium and the Netherlands, plus a mixed supervisory board, but Mr Lippens said work would begin after the Générale merger on creating a simpler group.

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banking pole, and one insurance pole – a banking business based in Belgium and an insurance business based in Holland," Mr Lippens said.

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COMPANIES & FINANCE: ASIA-PACIFIC

JAPAN LIFE ASSURANCE ASSOCIATION TODAY APPROVES US GROUP'S BID TO CONTROL Aoba

AIG set to buy Nissan Mutual operations

By Gillian Tett in Tokyo

American Insurance Group is poised to receive permission today to purchase the operations of Nissan Mutual, the Japanese life group that collapsed last year.

A meeting of the Japanese Life Assurance Association will today approve AIG's application to assume control of Aoba, a company set up to manage Nissan Mutual's assets.

AIG has not yet made any formal commitment to complete the deal which is unlikely to be finalised until due diligence has been conducted this summer.

It refused to comment yesterday. However, the move illustrates the *inroads* foreign companies are making into Japan's life assurance sector as Big Bang financial deregulation proceeds.

AIG and the life assurance industry have not yet indi-

cated the price of any possible deal. Industry observers suspect it will be relatively favourable for AIG, as the Ministry of Finance is keen to resolve the problems created for the industry after Nissan Mutual collapsed.

The failure of Nissan Mutual sent shockwaves through the sector because it was the first life assurance company to collapse since the second world war.

Last year the life assur-

ance association established Aoba to manage the assets of Nissan Mutual and the rest of the industry made some contributions to it. However, Aoba has remained plagued with difficulties and no Japanese company has expressed any interest in absorbing the group.

Some life assurance companies have opposed AIG taking over Aoba, arguing that it was unfair for the US group to benefit

from the efforts that Japanese companies had made to salvage Nissan Mutual's business.

AIG is understood to have pledged to improve Aoba's management and protect its policyholders.

The group already has a range of insurance operations in Japan, each run as an independent entity.

Alico, its life assurance arm, for example, had cover-

age exceeding Y10,000bn (S74.6bn) in 1996, making it the largest foreign life insurer in Japan.

GE Capital, the US financial services group, has effectively purchased the new business operations of Toto Mutual, another troubled life insurance group.

It recently established a joint venture with Toto to manage the group's new business and be 90 per cent controlled by GE Capital.

Koreans set their sights high with \$30bn asset sale

Analysts say chaebol are demanding too much from foreign investors, writes John Burton

It is South Korea's \$30bn challenge. That is the amount the nation's six leading conglomerates - Daewoo, Hyundai, LG, Daewoo, SK and Ssangyong - are hoping to raise through asset sales to foreign investors to reduce mountains of corporate debt by 2000.

The conglomerates, or *chaebol*, are optimistic the goal will be achieved. Hundreds of foreign businessmen have crowded into Seoul hotels looking to gain a foothold through mergers and acquisitions in the highly protected market.

There are already been a few success stories. Volvo recently concluded a \$572m deal to buy the construction equipment division of the highly indebted Samsung Heavy Industries. Coca-Cola last year acquired the bottling facilities of the Doosan group for nearly \$500m, while Procter & Gamble took over Ssangyong's paper subsidiary for \$360m.

But there are reasons for scepticism about the *chaebol*'s restructuring plans, which are short on details. Analysts say the *chaebol* are over-optimistic in the amount of capital they

expect from foreign investors, who are cautious in buying Korean assets because of potential labour unrest, undisclosed debt problems, poor accounting practices, and legal and regulatory obstacles.

"The *chaebol* are demanding too much money for their assets," says a senior presidential adviser, particularly when property and share prices are falling.

Most analysts believe foreign investors will take a wait-and-see attitude until the Korean recession begins to bite and asset prices hit bottom.

The *chaebol* are also hoping to get capital infusions by offering foreign companies up to half of core businesses. But overseas investors are expected to demand a large say in management, which the *chaebol*'s automatic family owners are likely to reject.

This has raised doubts about Daewoo's proposal to sell half of its car company to General Motors, while the government said talks on an equity stake by Intel in Samsung Electronics had hit a snag for similar reasons. Moreover, the government

plans to raise \$10bn this year through the privatisation of some leading and profitable state companies, including Korea Electric Power and Korea Tobacco. This could divert foreign funds from acquisitions in the private sector.

Nonetheless, foreign investors are likely to conduct takeovers in three areas: joint ventures, overseas assets and main businesses of smaller and more vulnerable *chaebol*.

Yun Hyunsoo, president of Comnet Ma&A, a Seoul consultancy, predicts most takeovers will occur this year, will occur among joint ventures, because foreign companies are already familiar with their operations and there is

less need for a lengthy due diligence process. BASF, the German chemicals group, recently bought out its Korean partners, Hanwha and Hyosung, in joint ventures. The German car parts maker Bosch has acquired its joint venture from Mando Machinery, while Samsung has offered to sell its stakes in two electronics joint ventures to foreign partners, Hewlett-Packard and General Electric.

Overseas assets acquired by the *chaebol* in an investment boom in the mid-1990s are also expected to attract foreign buyers because they have few of the problems, such as labour

troubles and regulatory obstacles, associated with business in Korea.

The biggest overseas deal has been a \$75m sale by Hyundia Electronics of its US *non-memory* chip subsidiary, Symbolic Logic, to finance the completion of a \$1.3bn memory chip plant in Oregon that opened this week.

Daewoo sold a 40 per cent stake in the Kazakhstan telecoms monopoly for \$150m. Ssangyong raised \$150m for two hotels and a cement plant in California.

Korea's smaller *chaebol* have taken more drastic actions in restructuring than the bigger groups as they are vulnerable to bankruptcy because of a heavy dependence on a weak domestic market.

Daesang has sold its joint ventures with Nestle, 3M and Kodak and is negotiating to sell up to half of its main brewery and liquor businesses to Interbrew of Belgium and Seagram of Canada.

The Hanwha energy group is offering to sell a power plant and a network of petrol stations. Daesang recently sold its lysine division, one of its most profitable businesses, to BASF for \$600m.

Analysts say the big conglomerates might have to follow their smaller rivals and sacrifice some industrial crown jewels if the restructuring plans are to succeed.

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com



Reuters

NEWS DIGEST

TELECOMMUNICATIONS

KDD to begin services to the US, UK and Germany

KDD, Japan's largest international telecommunications operator, is to become the first Asian operator to offer domestic and international services in the US, the UK and Germany when it begins services in those countries from next month. The expansion came in the wake of deregulation measures introduced in February in line with a World Trade Organisation agreement on telecoms liberalisation. KDD said.

The Japanese company, which faces intensifying competition in its core market, will offer long-distance domestic services in the US at 20 per cent of the average rates charged by AT&T. In the UK, rates will be set at 70 per cent of those of BT and German rates for corporate customers will be set at half of those of Deutsche Telekom.

KDD faces growing competition in its key market for international calls with the entry of NTT, Japan's telecoms giant which was previously restricted to domestic services. It expects its new services overseas to be used mainly by Japanese companies and forecasts revenues from the services to total Y20bn (\$14.9m) in 1999. Michiyo Nakamoto, Tokyo

JAPAN

DDI more than doubles

DDI, one of Japan's largest telecommunications groups, yesterday reported a surge in group profits, helped by an increase in cellular and personal handy phone (PHS) subscriptions, as well as growth in new data transmission services.

Recurring profits in the year to March 1998 more than doubled from Y21.4bn to Y52.2bn (\$389m) on sales 16 per cent higher at Y1,178.3bn. Net profits were Y8.3bn, compared with a net loss of Y26.2bn.

The better results came in spite of a sharp deterioration in core long-distance telecoms business, which has been hit by falling rates, and fierce domestic competition. On a parent basis, DDI suffered a 4 per cent fall in sales to Y535.9bn and a 42 per cent decline in recurring profits to Y39.5bn. Net profits were 37 per cent down at Y23.7bn.

The downturn in core business reflects the intense competition in Japan's domestic long-distance market where companies have had to lower rates to compete. DDI had cut its rates twice and the combined impact was Y30bn, the company said.

The better profitability of the core business was affected by higher operating costs because of an increase in commissions related to increased marketing efforts. As a result, subscriber numbers had increased from 15m last March to 16.3m at the end of this March, DDI said. The cellular phone business also increased recurring profits from Y33.2bn to Y37.5bn; the number of subscribers rose about 26 per cent.

Elsewhere, DDI was able to reduce its losses in the PHS business as a result of lower churn. DDI Pocket, its PHS company, reduced recurring losses from Y75.68bn to Y18.1bn. The improvement reflected moves by the company to reduce commissions paid to retailers to offer PHS phones for free. The unit forecasts recurring profits of Y2bn this year.

DDI expects sales this year to increase 8 per cent to Y1,271bn, but recurring profits to fall 28 per cent to Y37.5bn, largely because of the impact of rate declines in the long-distance market. Net profits will rise 56 per cent to Y13bn. Michiyo Nakamoto

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Fortis AG

General Meeting Shareholders

THE ORDINARY GENERAL MEETING will be held on Wednesday, 27 May, 1998, at 10.30 a.m. at 1000 Brussels, rue du Pont Neuf, 17.

Agenda

1. Directors' and Auditors' Report.

2. Consolidated annual accounts.

Communication of the consolidated annual accounts for the 1997 financial year.

3. Annual company accounts.

Proposal to approve the annual company accounts for the 1997 financial year, including the appropriation of profit proposed by the Board of Directors. A proposal will be made to declare a gross dividend of BEF 153 per share, giving the right to a net dividend free of withholding tax of:

- BEF 114.75 per share (coupon no.11);
- BEF 130.05 per share (coupon no.11), accompanied by coupon no.11 of the "VVPR strip" sheet.

4. Discharge of directors and statutory auditor.

Proposal to grant such discharge.

5. Statutory appointments.

Mr Philippe LIOTIER having expressed the wish to put an end to his term of office as from

6 March, 1998, proposal to appoint definitively as director Ms Christine MORIN-POSTEL, appointed temporarily by the Meeting of the Board of Directors on 6 March, 1998 in order to terminate the term of office of Mr Philippe LIOTIER which will run until the end of the Ordinary General Meeting of 2000.

Mr Bernard t'SERSTEVENS having expressed the wish to put an end to his term of office as from 27 May, 1998, and respecting the retirement age fixed within the Board of Directors, proposal to appoint as director Baron Jean-François de COURT in order to terminate the term of office of Mr Bernard t'SERSTEVENS which will run until the end of the Ordinary General Meeting of 2000.

Proposal to renew the term of office of

Baron Piet VAN WAEYENBERGE, who is eligible and presents himself for re-election, for a period of

three years, until the end of the Ordinary General Meeting of 2001.

Attendance to the meeting

To take part in the meeting, shareholders must conform with the provisions of Articles 22 and 23 of the Memorandum and Articles of Association:

- a) Owners of bearer shares are requested to deposit their share at the company's registered office or at one of the banks mentioned below, no later than Tuesday, 19 May, 1998;
- b) Owners of registered shares, as well as owners of bearer shares which have already been deposited at the company's registered office, are requested to advise the company by the same date of their intention to take part in the meeting.

Proxy

Shareholders wishing to be represented by other persons at the meeting are invited to use the proxy form (which does not constitute "proxy request" or "public solicitation" within the meaning of Article 74 paragraph 2, sub-paragraph 2, and paragraph 3 of the coordinated laws governing commercial companies) which may be obtained upon simple request at the company's registered office.

Every proxy must reach the company's registered office as soon as possible, and no later than Tuesday, 19 May, 1998.

Further information

The Annual Review 1997 and the Supplement 1997, which together form the annual reports of Fortis and its two parent companies, Fortis AG and Fortis AMEV are available to the shareholders at the Company's registered office. They can be obtained at telephone number 32 (012) 220 84 53.

The Board of Directors.

Fortis AG, société anonyme
Bd Emile Jacquier, 53
1000 Brussels

Belgium

R.C. Brux: 1811

ASLK-CGER BANK
BANQUE BRUXELLES LAMBERT
GÉNÉRALE DE BANQUE
KREDIETBANK
PETERCAM

FORTIS BANK LUXEMBOURG
BARCLAYS BANK

Fortis is an international group

which is active in the field of

insurance, banking and

investments. More than 100 Fortis

companies with over 35,000

employees are among other active

in Europe, the United States, Asia,

Australia and the Caribbean. They

are solid partners, providing flexible

solutions to individuals and

businesses, large and small.

For further information

please contact:

Brussels: 32 (02) 220 84 53

Utrecht: 31 (030) 257 85 48

or visit our Internet-site:

www.fortis.com

Fortis AMEV

General Meeting Shareholders

The Annual General Meeting of Shareholders of Fortis AMEV will be held on Wednesday, 27 May 1998, commencing at 10.30 a.m. in the Fortis Auditorium, Archimedeslaan 6 in Utrecht, The Netherlands.

Summary agenda

- Report from the Executive Board for the financial year 1997, approval of the 1997 Annual Accounts, discharge of the Executive Board and the Supervisory Board and declaration of the dividend for the financial year 1997;

- Re-appointment of a member of the Supervisory Board;

- Appointment of a member of the Executive Board;

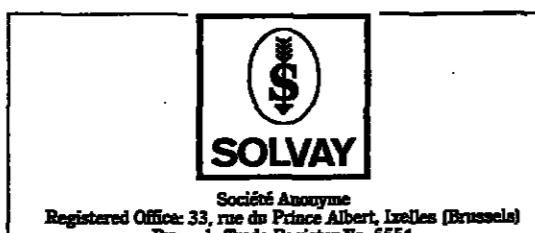
- Authorization for the Executive Board to issue shares;

- Authorization for the Executive Board to repurchase the company's own shares;

- Corporate Governance.

Availability of the agenda

The following documents will be available free of charge from 11 May 1998 from Fortis AMEV in Utrecht, MeesPierson N.V. in Amsterdam, Barclays Bank PLC in London, United Kingdom and Fortis



The list of attendees, closed in accordance with legal provisions five working days prior to the Extraordinary General Meeting of 11th May 1998, has revealed that the quorum required by law will not be reached. Therefore, the meeting will not be in a position to pass the resolutions put on its agenda.

As a result, a new Extraordinary General Meeting shall be convened, which shall pass the relevant resolutions irrespective of the number of shares represented.

It will be held immediately prior to the Ordinary General Meeting of 4th June 1998.

Shareholders are hereby invited to attend:

1. the second Extraordinary General Meeting which will be held on Thursday 4th June 1998 at 9.30 a.m., 44, rue du Prince Albert at Ixelles (Brussels) to transact the following business:

Agenda

I. Special reports of the Board of Directors and special report of the External Auditor.

II. Amendments to the bylaws:

2.1. Article 10 bis of the bylaws:

- Extension of franchises I and II for 5 years
- Modification of the amount of franchise I
- Cancellation of franchise III

2.2. Introduction of a new Article 10 ter in the bylaws in order to enable the Board(s) of Directors of the Company and/or its subsidiaries to purchase and/or sell Solvay S.A. common stock with a view to avoiding serious and imminent damage.

2.3. Amendment to Article 27, sub. section 3 of the bylaws (variable remuneration of the Directors responsible for the day-to-day management).

2.4. Amendment to Article 39, final subsection of the bylaws (replacement of the figure of 500 shares by that of 5000 shares)

III. Renewal of the issue of subscription rights (warrants) intended to dissuade any speculative takeover:

2. The Ordinary General Meeting which will be held on Thursday 4th June 1998 at 10 a.m., following the close of the Extraordinary General Meeting, 44, rue du Prince Albert at Ixelles (Brussels) to transact the following business:

Agenda

1. Reports of the Board of Directors on the operations of the financial year 1997, reports of the External Auditor.

2. Approval of the Annual Accounts for the financial year 1997 - Distribution of net earnings and declaration of dividend.

3. Discharge to be given to the Directors and to the External Auditor for their acts during the financial year.

4. Board of Directors:

- a) Appointment of a Director to replace Mr. Yves Bois, being 72 years old, who resigns his term of office as Director at the end of the general meetings of 4th June, 1998.
- b) Increase in the number of Directors from fourteen to sixteen and, in application of this decision, appointment of two new Directors.
- c) Appointment of two Directors to replace Baron Daniel Janssens and Baron José del Marmo, who terminate their term of office and, being eligible, have offered themselves for re-election for a new term of six years.

5. External Auditor:

- a) Appointment of an External Auditor to replace Mr. André Hoste, who terminates his term of office and, being eligible, has offered himself for re-election for a new term of three years.
- b) Setting of the annual remuneration of the External Auditor.

6. Other business.

In compliance with legal stipulations, the complete agenda with resolution propositions are published notably in the following Belgian daily newspapers: le Moniteur belge, L'Echo and De Nieuwsblad-Economie le Tijd.

The Board of Directors hereby informs the holders of bearer shares that the following formalities must be observed in order to attend these meetings:

They are asked to lodge their shares temporarily and to have them deposited at the Registered Office of our company or at: Henry Schroder Wagstaff & Co Ltd, by Wednesday 27th May 1998 at the latest.

The bank mentioned above is authorized to designate other establishments where Solvay shares may also be lodged validly. The list of these establishments will be published in due time through the bank.

Proxies must reach our Registered Office by Wednesday 27th May 1998 at the latest.

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It is recalled that, in conformity with Article 78 of the Belgian Company Law, any shareholder is entitled to obtain free of charge, on production of his share, a copy of the annual accounts, of the reports of the Board of Directors and of the External Auditor.

Special reports of the Board of Directors and special report of the External Auditor relating to item 1 of the agenda of the Extraordinary General Meeting are available at the Registered Office and at the bank designated above where the shares can be lodged. Persons who are able to prove their capacity of bearer shareholders are consequently entitled to examine these documents and to obtain a copy of them free of charge.

Shareholders, wishing to attend these meetings, are asked to comply with the same formalities as those imposed on shareholders.

The Board of Directors

Notice to Holders of
Convertible Series D Debentures
Convertible Series DD Debentures
Convertible Series E Debentures
(collectively the "Debentures") due June 17, 2002

of
Sodisco-Howden Group Inc.
("Sodisco-Howden Inc.")

NOTICE IS HEREBY GIVEN that Sodisco-Howden will satisfy its obligation to pay on June 17, 1998 the interest payable on the Debentures by the issue and delivery of common shares of its share capital. The number of common shares to be issued will be calculated by dividing the principal amount of the interest payable on June 17, 1998 by the weighted average trading price of the common shares of Sodisco-Howden Inc. on the 20 consecutive trading days preceding on June 17, 1998, being 5 trading days prior to June 17, 1998. No fractional common share will be issued.

To receive its common shares, a debenture holder shall present a duly completed copy of the payment notice to any of the paying agents.

Copies of the payment notice may be obtained from and tendered to any of the following locations:

Principal Paying Agent
Banque Paribas Luxembourg, S.A.
1, rue Bertrand Royal
L-1749 Luxembourg
Telephone: (022) 4545-4322

Attention: Département des opérations de marché

Paying Agents

Kredietbank N.V.
Antwerpsestraat 7
B-1000 Brussels

Telephone: (02) 245-5186

Attention: Coupon Paying Department

Banque Paribas
2 rue de la Bourse
F-75002 Paris

Telephone: (33) 1 42 95 4128

Attention: Département des opérations de marché

SM-CIM/Paying Agency Functions

Dated: May 15, 1998

COMPANIES & FINANCE: INTERNATIONAL

TELECOMMUNICATIONS US GROUPS EXPECT DEAL TO BE COMPLETED BY AUTUMN

WorldCom, MCI merger on track

By Michael Smith in Brussels

Telecommunications companies WorldCom and MCI said yesterday they expected to implement their planned merger before the autumn and that it was unlikely regulators would place "onerous conditions" on them.

Senior executives of the two companies were speaking at the conclusion of two days of regulatory hearings in Brussels where the European Commission is investigating the merger amid

claims the alliance would restrict competition in the supply of internet services.

Although WorldCom and MCI are both based in the US, they need regulatory approval from the authorities in Europe, where they have a large business, employing 3,000 people.

The companies' rivals, including GTE, charge that the business created by the proposed merger would supply between 40 and 60 per cent of the internet backbone, the trunk network over which internet service providers

transmit information.

However, WorldCom and MCI say that the best measure of internet access share is revenues and on this basis they have between 19 per cent and 21 per cent worldwide, less than in Europe.

John Sidgmore, WorldCom chief operations officer, was unable to discuss the hearings in detail but said he did not think the companies lost ground.

"We think we will be merged before the end of the summer."

However, GTE, whose rep-

resentatives attended the hearings, said it was pleased with the proceedings and that it was confident the antitrust authorities would conclude the merger was anti-competitive.

The European Commission has been co-operating closely with the US justice department to try to avoid conflicting conclusions on the merger.

It has until mid-July to make a decision under an EU timetable; the US investigation has no formal deadline.

Brussels rarely rules against mergers, although it sometimes orders divestments of parts of businesses as a condition of approval.

However, MCI and WorldCom argue that their market share is low and falling in Europe, and that competition is growing - particularly from the large established telecoms

operator. Fred Riggs, MCI chief engineering officer, said: "There are no customers, no true users, who came out against the merger."

The move comes as the company is about to lose its 50-year monopoly on all overseas traffic in October, after a government decision to open the Canadian market to competition.

Telelobe also said strong growth in international traffic from the US and Europe helped lift profits 45 per cent in the first quarter.

The outcome was spurred by a 36 per cent rise in total traffic volume, led by voice telephony and high-speed internet access outside Canada. Telelobe has focused on expanding in the US and Europe. While revenue from outbound Canadian calls slipped slightly from the first quarter of 1997, revenues from global operations rose from C\$1.36m to C\$3.83m (US\$1.615m).

Imran Khan, analyst with Research Capital Corporation in Toronto, said Telelobe had adjusted better to the loss of its monopoly better than any other carrier in the world.

Revenues from the US increased from just 4 per cent of total revenues to 14 per cent. Total revenues rose from C\$423m to C\$533m. Earnings per share rose from 40 cents to 57 cents.

Charles Shrois, chairman and chief executive, told yesterday's annual meeting that the company's strategy was to be among the top three in the international telecoms market, taking advantage of opportunities opened up by last year's World Trade Organisation agreement.

Telelobe's market capitalisation has risen from C\$640m in 1992 to C\$4.4bn. The company's shares rose C\$3.50 to C\$6 in early trading yesterday.

Disposals spark sharp first-term rise at Veba

By Peter Norman in Bonn

Disposals triggered a 57.6 per cent increase in first quarter pre-tax earnings at Veba, the Dusseldorf-based energy, chemicals and logistics conglomerate, to DM1.81bn (US\$1.21bn). Turnover was up 22 per cent to DM20.49bn.

Sales of Veba's stake in Hapag Lloyd, the travel group, and the polystyrene activities of its Hilti chemical unit produced an extraordinary gain of DM826m. After tax and minority interests, net earnings rose 61.5 per cent to DM500m.

Veba said that without the disposals, pre-tax earnings rose 3.1 per cent and turnover would have risen by about 5.4 per cent.

The company reported problems in its silicon wafer business, where the earnings position "deteriorated considerably" and Hilti's MEMC subsidiary reported a "markedly higher loss".

The group said its goal was a double digit percent increase in earnings this year but warned MEMC's wafer business was a factor leading to uncertainty.

Although group employment fell by 4,934 to 125,026 in the quarter, Ulrich Hartmann, chairman and chief executive, told yesterday's annual meeting that Veba planned to add at least 15,000

jobs in the years ahead, with a "significant proportion" in Germany, mainly in telecommunications.

Group investments fell from DM1.81bn in the 1997 first quarter to DM1.23bn in the reporting period. While spending on fixed assets rose DM25m to DM956m, financial investments fell from DM980m to DM726m.

• EWE, the Essen-based energy, engineering and chemical group, forecast higher net earnings for its 1997-98 business year to June 30 after reporting that group earnings, after tax and minority interests, increased by 8.5 per cent to DM861m in the first nine months.

Group sales to third parties increased by 21.1 per cent to DM54bn in the nine months. Turnover abroad jumped by 21.9 per cent while domestic sales fell 2.3 per cent, with the result that the share of sales abroad increased from 18.1 per cent of turnover to 21.6 per cent.

Group sales to third parties increased by 21.1 per cent to DM54bn in the nine months. Turnover abroad jumped by 21.9 per cent while domestic sales fell 2.3 per cent, with the result that the share of sales abroad increased from 18.1 per cent of turnover to 21.6 per cent.

Bosch said the effects of the Asian crisis still remained a concern although it had little impact on growth last year. In 1997 Bosch had Asian sales of DM2.9bn, 15 per cent more

than in the previous year.

The recovery at Metallgesellschaft, the German industrial and trading group, continued in the first six months with pre-tax income increasing 18 per cent to DM125m. Sales rose to DM5bn.

Plant engineering and chemicals again made the highest contribution to the result. MG has grown much faster than the growth markets in which it is active," Kajo Neukirchen, chairman, said.

Mr Neukirchen said MG, which was rescued from bankruptcy earlier this decade, would increase its return on equity to 13 per cent this year from around 12.1 per cent last year. The group's long-term target was for a return of 14 per cent.

MG, which has strengthened its business through a series of acquisitions, was open to further purchases, Mr Neukirchen said. In particular, he was closely monitoring the market to add to the group's Lurgi engineering division, he said.

The group's life sciences activities would contribute more than DM700m to the company's sales in the next fiscal year.

Growth outside Germany helps Bosch to treble

By Graham Bowley in Frankfurt

Robert Bosch, one of the world's leading car parts and electrical goods groups, trebled net profits last year but warned that profits were exaggerated by special tax effects.

The Stuttgart-based group, which has strengthened its internationalisation through world-wide acquisitions, said strong growth outside Germany was the main engine of expansion last year.

Sales increased 14 per cent to DM4.9bn (US\$2.4bn), because of robust growth in its car parts business, its biggest division.

Net income was DM1.65bn, up from DM500m in the previous year.

But Bosch said tax changes had forced it to liquidate reserves which had added to profits. It had paid out a special dividend to shareholders and then claimed the payment back through a capital increase which had tax benefits.

Bosch said the effects of the Asian crisis still remained a concern although it had little impact on growth last year. In 1997 Bosch had Asian sales of DM2.9bn, 15 per cent more

than in the previous year.

The recovery at Metallgesellschaft, the German industrial and trading group, continued in the first six months with pre-tax income increasing 18 per cent to DM125m. Sales rose to DM5bn.

Plant engineering and chemicals again made the highest contribution to the result. MG has grown much faster than the growth markets in which it is active," Kajo Neukirchen, chairman, said.

Mr Neukirchen said MG, which was rescued from bankruptcy earlier this decade, would increase its return on equity to 13 per cent this year from around 12.1 per cent last year. The group's long-term target was for a return of 14 per cent.

MG, which has strengthened its business through a series of acquisitions, was open to further purchases, Mr Neukirchen said. In particular, he was closely monitoring the market to add to the group's Lurgi engineering division, he said.

The group's life sciences activities would contribute more than DM700m to the company's sales in the next fiscal year.

Positive comments on HP and CSFB upgraded the shares.

However, HP has been pushing aggressively into the high-volume, low-margin consumer PC business over the past year and is now more exposed to this more volatile sector of the market.

Steve Pavlovich, HP's head of investor relations, said: "Obviously, no one was expecting stellar results, but we thought break-even was possible." The company was competing with "fire-sale" prices offered by competitors and expected some of these products to last into the third quarter.

Telecom
enters
retail
telephone

Pearson would retain S&S education side

By John Gapper in London and
William Lewis in New York

Pearson, the media company that owns the Financial Times, would retain the educational publishing operations of Simon & Schuster and sell on its reference and business and professional arms if it won an auction for the publisher, it has emerged.

Under an agreement with Hicks, Muse, Tate & Furst, the investment fund, Pearson would keep the parts of Simon & Schuster that fit with its Addison-Wesley Longman publishing division, and transfer the other operations to Hicks Muse.

The Pearson bid is among three for the operations being sold by Viacom.

The other bidders are Kohlberg Kravis Roberts, the buy-out fund, and Knowledge Universe, a company controlled by Michael Milken, the former high-yield bond trader.

UK analysts said they believed that Pearson could enhance earnings if it paid between \$3bn and \$3.5bn (£2.09bn) for the Simon & Schuster educational publishing operations, as part of a bid involving Hicks Muse of \$4.5bn for all the divisions.

Pearson is thought to have been determined only to have offered a price that it could demonstrate would enhance earnings in the first

year by a significant margin. This would allow it room for manoeuvre in case of unexpected problems.

This would be helped, analysts said, if Pearson could structure any agreement as a purchase of assets rather than an acquisition of a company under US tax law, allowing it to offset a possible \$2.5bn of goodwill against its US tax liabilities.

Richard Dale, an analyst at Salomon Smith Barney, said Pearson was likely to incur interest payments of between \$240m and \$270m per year following a debt-financed acquisition of the Simon & Schuster operations.

Although this could reduce pre-tax earnings by between \$20m and \$50m per year, its earnings could be enhanced if it structured the deal in a tax-efficient manner, and raised margins within Addison Wesley to Simon & Schuster's level.

Analysts said that although Pearson might have been able to buy all five divisions on sale itself, it would have had to sell the non-education operations within a reasonable time in order to restore an acceptable level of interest cover.

Pearson and Viacom declined comment on the auction yesterday.

Pearson shares closed 1% down at 935p.

Jacor shows interest in buying Talk Radio

By Cathy Newman

Talk Radio and other UK radio stations being sold by CLT-UFA of Luxembourg are attracting interest from the US. Jacor Communications of Kentucky is thought to have reached the second round of bidding.

CLT-UFA appointed Lehman Brothers to try to sell businesses including a 63.2 per cent stake in Talk; 80 per cent of Atlantic 252, which transmits to the UK from Ireland; and RTL Country, a country music station broadcasting in Greater London.

ESPIRITO SANTO FINANCIAL GROUP S.A.

Société Anonyme
Luxembourg, 37, rue Notre-Dame
R.C. Luxembourg 8 22232

Avis de convocation

Les actionnaires sont convoqués pour l'Assemblée Générale Statutaire qui aura lieu le 29 mai 1998 11.00 heures dans les bureaux de la Kredietbank S.A. Luxembourgeoise, 43, boulevard Royal, Luxembourg, avec l'ordre du jour suivant:

Ordre du jour

1. Rapport de gestion du Conseil d'Administration et rapport du Réviseur sur les comptes annuels et consolidés pour l'année écoulée au 31 décembre 1997.
2. Approbation des comptes annuels consolidés et fermeture des résultats au 31 décembre 1997.
3. Décharge aux Administrateurs et au Réviseur pour exercice closuré au 31 décembre 1997.
4. Nominations statutaires.
5. Divers.

Conformément à la loi luxembourgeoise du 4 décembre 1992 relative aux participations importantes dans les sociétés, à la Bourse de Luxembourg, les actionnaires détenant une participation supérieure à 10% des actions de la société, directement ou par l'intermédiaire d'ADS's, sont priés de faire connaître leur position.

Le Conseil d'Administration

SCUDDER, STEVENS & CLARK LIMITED
are pleased to announce that from
Monday 18th May 1998
our London office will re-locate to:

1 South Place
London EC2M 22
United Kingdom

Telephone: 44 (0)171 59 0200
Facsimile: 44 (0)171 55 6575

Regulated by FSA

CITADELLA S.A.
McAfee Street, Luxembourg
R.C. Luxembourg 8 22232

NOTICE TO TRUSTEES/BOARDS OF
CITADELLA

It was unanimously resolved by the Board of Directors to change the address of the registered office of the Management Company from 26, Avenue Marie-Thérèse, L-3312 Luxembourg to 50, Boulevard Eric-Ducasse Charlemagne, L-1330 Luxembourg, with effect on May 17, 1998.
On behalf of the Board of Directors

COMPANIES & FINANCE: UK

Patriotism is out of place in sale of Rolls-Royce

Sentiment is in fact part of the reason it is now being sold, says Roger Taylor

For any older British investor the sale of Rolls-Royce Motor Cars to Germans is a national humiliation.

They had the decision by Vickers, the engineering group, to sell the luxury carmaker to Volkswagen as little short of treason.

Many of these shareholders had vocal protests at Vickers' annual meeting earlier this month.

Since then, some have contacted the Financial Times and called for a public subscription to keep Rolls-Royce British.

The actions are understandable.

Vickers argues that emotional attachments to

Rolls-Royce will not withstand the financial logic of the sale. It points out that the company requires resources and expertise to develop new models which are beyond anything Vickers could muster.

Vickers says that Rolls-Royce will enjoy a much brighter future under the control of VW than under Vickers.

VW plans to increase output five-fold, develop new models and carry on building the cars in Britain.

The Engineering Employers Federation says that the rest of the UK car industry has already been saved by foreign investments. It talks of a "renaissance" of UK car manufacturing under the control of Japanese, Koreans, Germans and Americans.

John McGee, professor of strategy management at Warwick Business School, argues that foreign carmakers have re-educated British management and taught them management and marketing skills which have then passed on to other companies and industries.

He says foreign investment in the UK has taught British businesses the skills they need to reverse the decline of British manufacturing.

Japanese investment in



car manufacturing taught the industry to improve its productivity.

BMW, which is trying to return Rover to profitability, is teaching the UK company the product development and design skills at which BMW excels.

He describes globalisation of business not simply as the creation of larger international units but as a "trade in competencies".

The shareholders who object to the sale of

Rolls-Royce get emotional about the issue. They talk of the great names of British

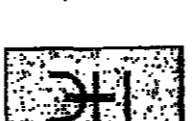
industry which have now faded such as Laird, the shipbuilder, and Parsons, the turbine builder bought by Siemens of Germany.

Indeed, Professor McGee would blame these sentimental attitudes for much of the long-term decline of sections of British industry.

He points to governments which nationalised various industries as part of their ambitions to build industrial champions, and also to post-war managers - and investors - who were more interested in newer faster growing industries such as information technology and media.

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(1819)

PICTET & Cie

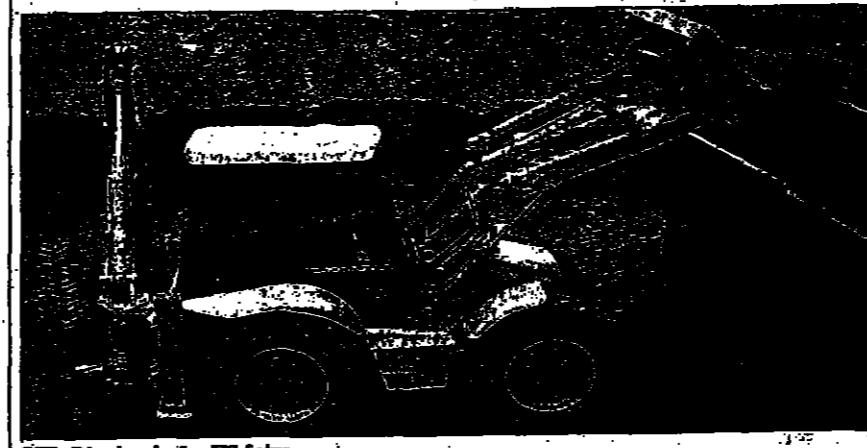
(1805)

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COMPANIES AND FINANCE: UK

COMMENT

UK productivity



JCB: Digging in for US future

JCB challenges rivals with \$50m US plant

By Peter Morris

JCB Group, one of Britain's biggest privately-owned manufacturers, is planning to challenge its North American competitors with its first production base in the US.

The investment of up to \$50m underlines the expansion plans of the family-owned manufacturer, which apart from a small joint venture in India has all its current production in the UK.

JCB, which in units of Europe's biggest maker of construction machines, and the fifth largest in the world, expects this year the US will become its biggest single market, after its family's sole ownership.

The US plant is due to be built by 2001 and is expected to produce 5,000-10,000 machines a year and employ several hundred people. The location of the factory is still to be decided.

JCB - which during the 1990s boosted annual sales by 150 per cent to \$773.5m (\$1.26bn) last year - saw a 20 per cent fall in pre-tax profit.

Three of the world's four biggest makers of these vehicles - Caterpillar, Ingersoll-Rand and Case - are US-owned. The other large manufacturer is Komatsu of Japan.

Sir Anthony Bamford, chairman and part owner of JCB, said the move to start a US factory was a "logical step" for the company, which was started in 1945 by his father. Sir Anthony is determined to keep the company, which exports nearly three quarters of its output, under his family's sole ownership.

However, the group is predicting an increasing production this year despite the strong pound.

Sir Anthony said demand in mainland Europe was recovering after a weak start of the year, while markets in the US were "strong".

"Prospects are OK but it is not fantastic," he said. The 1997 year pre-tax profit of \$20.6m, compared with \$10.6m previously, ended up 31 per cent to \$26.7m.

Based on constant exchange rates, pre-tax profits would have been \$21.5m or 15 per cent up.

Production volumes for the company's plants - six of which are in the US - increased 9.3 per cent to 24,669 machines, making JCB's position as the world's fifth biggest maker

its last year, largely due to the strength of sterling.

However, the group is predicting an increasing production this year despite the strong pound.

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should investors be pleased or alarmed that the government has a new in its armoury about UK productivity? The risk is twofold: that the government denies its own role in creating an environment unfavourable to investment; and that interventionist solutions tend to distort investment decisions, creating inefficiencies. Fortunately, the way the issue is being tackled should minimise these risks, as well as offering some hope of a creative outcome. A welcome part of the process is that UK business people have the chance to influence senior ministers. Coupled with issues McKinsey has highlighted in its report on Britain's productivity gap, such as over-regulation, this should ensure government behaviour is as much in the spotlight as business decisions. This should lead to reforms that remove barriers to investment. And if the government does end up spending money to tackle problems such as skills shortages, it will be better directed thanks to proper consultation with employers. More difficult, but just as useful, would be a way of disseminating the best management practices being discussed by participants in the chancellor's productivity seminars.

But given a choice between stimulating seminars and a stable economic environment with lower interest rates, business people would opt for the latter. They will then reduce the hurdle rates of return for investment, clearing the way for a modernised capital base and growth.

Billiton

Billiton's Mozal aluminium smelter in Mozambique looks a winner. Cheap power will put it at the low end of the cost curve, while a favourable tax regime will bolster returns. Moreover, project risks are low given that Mozal is modelled on the successful Hellside project in South Africa. With the company still keen to buy government aluminium assets in Venezuela, though, the pressure is on to do other deals. After all, Billiton is committed to geographical and product diversification. Right now, the slant is towards southern Africa and aluminium.

Given the company's deal-making culture, and with resources companies attractively priced after recent commodity price falls, we may not have long to wait. A recovery in the share price, alas, may take longer with Asia again weighing on commodity prices.

Ilion and Abacus markets slow

By Suzanne Voyle

Two distribution companies yesterday issued profits warnings, blaming the slowdown in UK manufacturing.

Shares in Ilion, which distributes computer networks and communications products, fall 40 per cent to 112.5p, while Abacus Polar, the electronic components distributor, saw its shares fall from 128p to 96p.

Both groups said the slowdown had only just started and they would be cutting costs as their markets could continue to be depressed for some time.

Ilion's profits warning was its second in six months. Minh Tran Chau, finance director, said pre-tax profits might be less than the £2m (£10.6m 1997), against the £3m the market had been expecting. Analysts were now expecting Ilion to make 5.5m.

Mr Chan said the manufacturing slowdown had combined with a diversion in IT spending. Companies were ensuring compliance with the millennium and European economic and monetary union, instead of investing in new equipment. They were also putting off expenditure because the pace of technological change was so fast.

Abacus Polar said the hoped-for recovery in the semiconductor industry was not materialising and the group would not achieve the £2.6m annual pre-tax profits the market was expecting. Analysts now expect Abacus to make about £2m.

Resolution on the items on the agenda will require no quorum and will be taken on the majority of the votes expressed by the shareholders present or represented at the meeting.

REGISTERED SHAREHOLDERS

Registered shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office of the company to arrive no later than May 22nd, 1998.

BEARER SHAREHOLDERS

In order to take part in the Meeting of 26th May 1998, the owners of bearer shares must deposit their shares five business days before the meeting at the registered office of the Company as set out above, or write:

Securities Department
Schroder Investment Management Limited
33 Gutter Lane
London EC2V 8AS

Proxy forms for the meeting will be sent to registered shareholders with a copy of this Notice and can be obtained by bearer shareholders from the registered office.

The Board of Directors
May 1998



RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current yield (%)	Date of payment	Dividends	Corresponding dividend	Total for year	Total net yield
Abacus Polar	51.7 (40.5)	4.21 (4.8)	6.2 (7.1)	2.2	July 1	2	-	6	
Abis	8.00 (6.0)	9.87 (9.06)	9.1 (2.4)	1.5%	July 31	1.25	-	3.5	
Bank of Ireland £	Yr to Mar 31	(1) 53.04 (59.56)	70.9 (52)	15.9	July 10	11.65	23	17.75	
BS	3.00 to Mar 31	5,713 (1,458)	5249 (574)	9 (7.3)	-	-	-	8	
Car	6.00 to Feb 28	126.1 (88.3)	3,049 (2.1)	5.37 (5.1)	1.72	July 8	1.56	4.86	
De Beaufort (A)	Yr to Jan 31	58.5 (48.1)	2.21 (2.51)	17.02 (17.2)	0.82	July 1	5	8.52	7
Ilion	12.5 (10.0)	0.82 (0.84)	1 (1.1)	1.6%	Aug 14	6.75	4.5	13.25	
Jerry Electrical	6.00 to Mar 31	25.5 (24.8)	3.95 (2.65)	2.01 (1.69)	29.2	Aug 28	18	46	
Manx & Orkney £	6.00 to Mar 31	5.73 (5.05)	0.2349 (0.1039)	0.33 (0.11)	-	-	-	8	
Micro Power	3.00 to Apr 30	29.4 (18.8)	5.08 (2.05)	4.3 (1.8)	-	-	-	10	
Microtronic	6.00 to Mar 31	36.5 (35)	6.45 (6.69)	0.82 (0.8)	4.5	July 3	4.1	8.4	
Scottish Radio	6.00 to Mar 31	8,860 (8.1)	3.32 (2.79)	2.17 (2.2)	0.85	July 3	3	2.25	
Tessenderlo	6.00 to Mar 28	14.9 (13.7)	0.98 (0.95)	10.3 (8.9)	3.5	July 1	3.5	11.5	
Xenos	3.00 to Mar 31	1.25 (0.205)	2.68 (2.61)	1.11 (1.1)	-	-	-	-	
Investment Trusts									
Malvern Emerging	Yr to Mar 31	125.2 (138.4)	0.0551 (0.0711)	0.23 (0.1051)	-				
Underwood Assets	Yr to Mar 31	178.8 (162.72)	4.17 (1.77)	3.93 (2.25)	2.35	July 10	2.35	2.35	2.35

Earnings shown basic. Dividends shown net except 20p gross throughout. Figures in brackets are for corresponding period. *Foreign income dividend. £sterling currency. **After exceptional charge. When exceptional credit, the increased credit, 60p stock. ***Net income.

Transco shortfall leads to price rise

By Robert Gorringe

Transco, the monopoly UK gas pipeline operator owned by BG, will raise prices 2 per cent in October because a second consecutive warm winter has left it well short of the amount it is allowed to charge by its regulator.

Yesterday's results showed that Transco weathered relatively well a 13 per cent price cut ordered by Ofgas, its regulator, that, along with higher temperatures, depressed first quarter operating profits by £62m to £245m.

Operating profits would have been £57m in cost if low oil prices did not affect UK gas profits, but this did affect BG's internal profits and drag down the group's overall performance.

At half of the former British Gas, reported operating profits down at £552m reflected sharply on a turnover of £1.81bn.

Operating profits would have been £57m in cost if low oil prices did not affect UK gas profits, but this did affect BG's internal profits and drag down the group's overall performance.

Although the warm weather has affected Transco's volumes, Mr Hampton said the underlying performance of the pipeline operator was positive.

It is "nudging ahead" of the 3 per cent annual cost reduction target in its price formula, while "underlying gas volume trends are quite good".

A 27m improvement in BG's exploration and production operating profits to £23m reflected sharply higher volumes, which rose 48 per cent.

British Energy to merge its nuclear units

By Andrew Taylor,

Utilities Correspondent

British Energy yesterday signalled its intention to merge the independently managed English and Scottish nuclear power subsidiaries set up when it was privatised in 1996.

The company said yesterday: "Life has moved on since we were privatised.

These concerns were never really relevant. We are well established as a British company with headquarters in Scotland. The reality is that we have been operating as a single company for some time."

British Energy also confirmed it was looking at several potential nuclear investments in the US north east through its AmerGen joint venture with PECO Energy of Philadelphia.

AmerGen's name was recently associated with a nuclear plant at Three Mile Island in Pennsylvania, where a nuclear reactor was closed after coming close to meltdown in 1979. A deal however is thought to be unlikely.

TO THE HOLDERS OF SATORI ELECTRIC CO. LTD. (the "Company") YEN 5,500,000,000 1/2 PER CENT. CONVERTIBLE BONDS due 2002 and WARRANTS

TO SUBSCRIBE FOR SHARES OF COMMON STOCK OF THE COMPANY ISSUED IN CONJUNCTION WITH U.S. \$5,500,000,000 3 PER CENT. GUARANTEE BONDS due 2000

NOTICE OF STOCK SPLITS AND ADJUSTMENT OF CONVERSION PRICE AND SUBSCRIPTION PRICE

NOTICE IS HEREBY GIVEN in connection with the above-mentioned convertible bonds (the "Bonds") and warrants (the "Warrants") as follows:

The Board of Directors of the Company at the meeting of 11th May 1998 resolved that the Company shall make a stock split (the "Stock Split") whereby each share of common stock of the Company (the "Shares") will be divided into 1.2 Shares, and that the Stock Split will take effect on 17th July, 1998, Japan time (the "Record Date"). The Record Date is a Sunday, on which the transfer agent of the Company will be closed. Accordingly, holders of the Bonds and holders of the Warrants wishing to exercise in the Stock Split will effect conversion of the Bonds and the exercise of the Warrants, respectively, on or prior to 29th May, 1998, Japan time, which is the business day in Japan immediately preceding the Record Date.

As a result of the Stock Split, the conversion price at which Shares are issuable upon conversion of the Bonds (the "Conversion Price"), currently Yen 2,739 per Share, will be reduced to Yen 2,497.3 per Share pursuant to paragraph 1(i) of clause 11 of the Trust Deed dated 24th October, 1995 relating to the Bonds and the subscription price at which Shares are issuable upon exercise of the Warrants (the "Subscription Price"), currently Yen 2,739 per Share, will be reduced to Yen 2,477.3 per Share pursuant to clause 3.1 of the instrument dated 30th May, 1998 relating to the Warrants. These adjustments of the Conversion Price and the Subscription Price shall come into effect on 1st June, 1998, Japan time, which is the day immediately after the Record Date.

The Sunbeam Park, Limited
on behalf of Sato Electric Co., Ltd.

PAN-HOLDING

Société Anonyme - Luxembourg, R.C. Luxembourg B 7.023
7, Place du Théâtre, Boîte Postale 408, L-1024 Luxembourg
Téléphone: (352) 46 24 01 / 46 24 02 - Telefax: (352) 46 25 27

PRESS RELEASE FOLLOWING
THE ANNUAL GENERAL MEETING OF APRIL 28, 1998

DIVIDEND

The Annual General Meeting of April 28, 1998, has declared for 1997 a dividend of US \$ 6.40 per Dividend Share (compared to the dividend of US \$ 6.10 paid the previous year) for shareholders of record at close of market on May 29, 1998. The dividend, free of withholding tax in Luxembourg, will be payable as of June 2, 1998 on the Dividend Shares (coupon Nr 4 for bearer shares) and the amount corresponding to the dividend will be attributed to the Capital Shares.

CURRENT GEOGRAPHICAL BREAKDOWN OF ASSETS

Cash	14.40%	Japan	4.26%
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EQUITIES

Indonesian riots subdue Europe

EUROPEAN OVERVIEW

By Philip Gowan,
Markets Editor

More rioting in Indonesia and a sharp initial drop on Wall Street led to a subdued day for most European stock markets. But losses were contained, especially after New York stabilised.

The FTSE Eurotop 300 fell 2.52, or 0.2 per cent, to 1,225.0, while the FTSE Eblue 100, which focuses on stocks in those countries planning to adopt the single currency, dropped 0.4 to 1,018.86.

The FTSE Eurotop 100 index declined 4.37 to 1,018.86. But the recent "safe haven"

buying of the Swiss franc petered out.

The oil sector again provided Europe's best performer. This time it was the exploration and production stocks which gained 3.87 per cent after Wednesday's 4.1 per cent gain in the integrated groups.

Entecorp Oil gained Ecu 0.3 to Ecu 8.82 and Lusmo Ecu 0.1 to Ecu 43. Morgan Stanley produced a bullish note on the sector this week.

However, the extractive industries again took a pounding, dropping 2.5 per cent. Billiton was the culprit this time, falling 4 per cent to 459.97 and Cap Gemini slipped Ecu 0.5 to Ecu 113.27.

Eurotop 300 Corridors

Source: FTSE International

III THREE MONTH ECU FUTURES (Liffe) Ecu10 per point of 100%

	Open	Set price	Change	High	Low	Ext. val.	Open Int.
Jun	95.755	95.750	-	95.760	95.750	178	12441
Sep	95.800	95.800	-	95.800	95.790	162	17502
Dec	95.800	95.800	-0.010	95.800	95.800	53	7154
Mar	95.795	95.790	-0.005	95.795	95.795	50	5230

III THREE MONTH ECU OPTIONS (Liffe) Ecu10 per point of 100%

Source: FTSE International

Series

Price

May Jun Jul Sep May Jun Jul Sep

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Ext. val. not. Call P Put P. Premium day's open Int. Call P Put P

III FTSE EBUOTOP 100 INDEX FUTURES (Liffe) Ecu10 per full index point

Source: FTSE International

Series

Price

May Jun Jul Sep May Jun Jul Sep

2818.0 2812.0 -7.0 2810.0 2807.0 537 61 61

Sep - 2838.0 -7.0 - - 0 6 -

Ext. val. not. Call P Put P. Premium day's open Int. Call P Put P

III ECU STYLE FTSE EBUOTOP 100 INDEX OPTION (ASX) Ecu10 per index point

Source: FTSE International

Series

Price

May Jun Jul Sep May Jun Jul Sep

2760.0 2775.0 2800.0 2825.0 2850.0 2875.0 2890.0 2905.0

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INTERNATIONAL CAPITAL MARKETS

Trading subdued by concern over Asia

GOVERNMENT BONDS

By Jeremy Grant in London and John Labate in New York

Prices ended mixed in subdued trading yesterday but investors remained concerned by an escalation of political tension in Indonesia and fears of a renewed round of Asian economic troubles.

A decision by the Bundesbank to leave interest rates unchanged and a sprinkling of comments by bank officials supporting no imminent adjustment failed to excite the market, which is looking ahead to next week's meeting of the Federal open market committee (FOMC) in the US for direction.

Traders were initially soothed by a rebound in Hong Kong's Hang Seng index, which ended with firm gains. But fresh riots in Indonesia refocused attention on bond positions over the next few days.

"I don't think you'll find people wanting to go home this weekend short on bonds. It [Asia] is going to be a theme, but not quite as big as last year because there aren't the same levels of safe-haven flows," said David Keeble, bond analyst at Credit Suisse First Boston.

Other factors unnerving the markets were lingering talk of a threat to the Hong Kong dollar's peg to its US

counterpart and worries over the poor health of the Japanese economy.

US TREASURIES were mixed at mid-day following the release of new figures on consumer prices. The benchmark 30-year Treasury bond had slipped 1/2 to 10244, sending the yield up to 5.955 per cent.

In the market's shorter-term sectors, the two-year note was unchanged at 1004, yielding 5.589 per cent.

Consumer prices for last month rose 0.2 per cent, while the core rate, excluding the volatile food and energy sectors, was 0.3 per cent higher.

The questions were how far the earnings data were inflamed by "one-off" bonuses and how far the

tobacco prices, but other than that they were right on consensus," said Claude Persico, economist at Dresdner Kleinwort Benson.

UK GILTS ended down in heavy volume of 106,000 contracts traded as investors reacted to a revival in some quarters of the interest rate debate.

Higher than expected earnings data have sparked renewed concerns over inflation but analysts said recent economic data suggest a softening in the economy and that interest rates have peaked.

The questions were how far the earnings data were inflamed by "one-off" bonuses and how far the

Bank of England was focusing on labour issues over a minimum wage.

"I think we're still suffering the backlash from yesterday's earnings numbers and the additional uncertainty it's created on the rate outlook," said Kevin Adams, gilts strategist at Barclays Capital.

Nevertheless, short sterling fell to a six-week low on rate rise fears. The June 10-year future settled at 107.94, down 0.13 basis points.

In the cash market, the spread over bonds widened from 98 to 100 basis points.

GERMAN BONDS scarcely budged on a Bundesbank decision to leave interest rates unchanged and increasing tension in Asia.

Mixed fortunes for Slovenia and Slovakia

INTERNATIONAL BONDS

By Kevin Dore and Vincent Boland

SLOVENIA AND SLOVAKIA, two of the 10 countries from east Europe seeking entry to the European Union, launched benchmark eurobonds yesterday with sharply contrasting fortunes.

Slovenia, the highest rated of any of the former communist countries of east Europe, launched a €500m bond, pioneering new ground for the region with the first eurobond denominated in euros. In contrast to Slovakia, it is in the first wave of five countries from the region that have already begun formal negotiations on EU entry.

The only east European country with an investment grade single A credit rating from all the leading rating agencies, Slovenia launched its bond at a yield spread of

only 57 basis points over the benchmark French government seven-year Ecu bond. The issue was lead-managed by J.P. Morgan and Banque Paribas.

The spread was tightened from a planned 60 basis points because the order book was more than three times oversubscribed, said Richard Luddington, J.P. Morgan managing director and head of the emerging market debt syndicate.

The issue attracted new investors both to euro denominated bonds and to Slovenia, said Mr Luddington.

Slovakia, which lost its Baa3 investment grade rating from Moody's in March, when it was downgraded to the speculative grade Ba1, launched a multi-tranche bond in US dollars, D-Marks and yen, raising a total of around \$750m.

Nomura, the Japanese investment bank, was global

co-ordinator and lead manager, with Chase Manhattan joint lead for the US dollar notes and Commerzbank joint lead for the D-Mark tranche.

The bond fared well in the German and Japanese markets, but had difficulties appealing to US dollar investors. The five-year D-Mark tranche attracted much healthier demand than the dollar portion, raising DM500m at a spread of 360 basis points over Bunds with a coupon of 8 per cent.

Traders said the spread on the \$300m portion of 370 basis points over Treasuries reflected what had happened to Slovakia since it last came to the market in 1996 (through the state-guaranteed VV utility), when it was able to clear the market at a spread of 115 basis points over 10-year Treasuries.

"Slovakia is now priced wider than Turkey," although it enjoys a much

higher credit rating said one syndicate official. "Slovenia is now trading through Greece. That says it all."

HMV MEDIA priced the dollar tranche of its dual-

currency 10-year bond at 450 basis points over the 10-year Treasury. A €150m sterling tranche was priced on Wednesday at 498 basis points over 10-year gilts.

Bankers said what had been planned as just a sterilising deal had to include a tranche on a dollar tranche, as European appetite for high-yield paper was still developing.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

By Kevin Dore and Vincent Boland

YESTERDAY saw a mixed

start to trading in the

international bond

market, with yields

rising in the US and

falling in Japan and

the UK, while yields

in the Eurozone were

mixed, with yields

falling in France and

rising in Germany and

Italy.

US BOND YIELDS

Yesterdays' bond

market saw yields

falling across the

yield curve, with

longer-dated bonds

yielding less than

shorter-dated bonds.

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Yesterdays' bond

CURRENCIES & MONEY

Asian currencies buck "new crisis"

MARKETS REPORT

By Simon Kuper

The riots and plundering in Jakarta yesterday enthralled the foreign exchange market, but did little new damage to Asian currencies.

The apparent return of the "Asian crisis" recently has hurt the yen and sent the Australian and New Zealand dollars to multi-year lows against the US dollar. However, Asian currencies have been suffering more from fear that China and Hong Kong might devalue than from Indonesia's problems, said Richard Gray, emerging markets analyst at Bank of America in London. If China were to devalue, currency strategists say various countries in the region would follow suit. By contrast, Indonesia is a far less significant economy. Yesterday Asian markets held relatively steady, largely thanks to greater calm over China.

■ POUND IN NEW YORK

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COMMODITIES & AGRICULTURE

Further gold supply jump seen as unlikely

By Kenneth Gooding,
Mining Correspondent

The big increase in gold supply in 1997 – which pushed the US dollar price down to its lowest for 25 years, adjusting for inflation – is unlikely to be repeated this year, according to the Gold Fields Mineral Services consultancy.

Supply from central bank sales, producers' hedging and selling by speculating investment funds more than doubled last year to 1,179 tonnes, said GFMS in its latest annual gold market survey. This helped take total supply to a record 4,254 tonnes.

Meanwhile, demand in east Asia was hit by the economic crisis in the second

half of 1997 and "the price had to fall very steeply in order to stimulate sufficient physical on-take, primarily in other parts of Asia, to balance the market," said Stewart Murray, managing director of GFMS.

The low price encouraged jewellery makers to use record amounts of gold – 3,828 tonnes against 2,837 in 1996 – as well as causing a jump in purchases of gold bars to levels not seen since the late 1980s.

Last year, central bank net sales contributed 406 tonnes to supply, up from 275 tonnes in 1996 but below the record 622 tonnes in 1992. Mr Murray said central banks would continue selling this year.

Hedging by producers had

World gold supply and demand

Year	Supply	Demand	Stocks
1996	4,254	4,254	1,179
1997	4,600	4,600	1,300
1998 (est)	4,600	4,600	1,300
Total	4,600	4,600	1,300

probably reached "saturation point" in Australia. There were other parts of the world, however, where producers might consider themselves to be underheded, "but we don't expect so much hedge selling this year," he said.

Forward sales by producers last year added 328 tonnes to supply, up from 30 tonnes, while option hedging contributed 184 tonnes, compared with 101 tonnes.

Newly mined gold supply,

which increased to a record 2,844 tonnes last year from

2,357 tonnes, was likely to fall in 1998, he suggested.

As for demand, although the worst of gold scrap disposal in east Asia was over, the full impact of the economic crisis in the region was still to be felt.

The Middle East relied on oil for its wealth and present low oil prices would hit demand in that region.

Another year of booming equity markets would also be bad for the gold price.

• After 31 years producing

the gold industry's statisti-

cal "bible," GFMS is to

become an independent

organisation owned by its

managers, Mr Murray

announced. The present

shareholder, GFSA, the

South African group, will

relinquish control next year.

Alan Wright, chairman, said many of the companies that supplied GFMS with confidential information had become worried about rapid ownership changes in the South African gold mining industry. "It was brought home to them that anyone might end up owning GFMS."

An independent, GFMS could sell its long-term gold price forecasts to other companies, said Mr Wright.

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Markets Report

By Gary Mead, Kenneth Gooding
and Robert Currie

Concern over possible disruption to Indonesia's robusta coffee exports pushed coffee futures 5.4 per cent higher on the London International Financial Futures Exchange yesterday.

The July contract finished

the morning session \$41

higher at \$1,915 a tonne,

though volumes were still

relatively low, at 2,205 lots.

However, the afternoon's business was much more active, with another 4,894 lots changing hands, and the July contract ended the day at \$1,990, up more than \$106

In addition to the nerves over Indonesian supply, trade buyers – who dominated yesterday's business – are anxious that drought might affect supply from Vietnam, the world's other big robusta producer.

The Association of Coffee Producing Countries meets in London next week, where the Indonesian situation will be under discussion, as will the ACPC's export quota system.

The broker ED&F Man yesterday revised its forecast for the global coffee deficit for 1998-99, increasing it to 200,000 tonnes from an earlier projection of 100,000 tonnes to 150,000 tonnes, IDC's share of the output.

Coffee has negotiated a "favourable" contract until 2003 with Eskom, the South African power supplier.

In the first six years this will enable the smelter to break even on a cash basis at aluminium prices between \$750 and \$800 a tonne, compared with yesterday's \$1,376 on the London Metal Exchange. It will pay tax of only 1 per cent of turnover for the life of the project.

However, the positive factors have been offset by suggestions that any cuts in production will only materialise at next month's meeting of the Organisation of Petroleum Exporting Countries.

Concern over Indonesia lifts coffee

Mitsubishi joins Mozal project

By Kenneth Gooding,
Mining Correspondent

Mitsubishi Corporation, the Japanese trading group, yesterday emerged as the third partner in the Mozal aluminium project in Mozambique as Billiton, the London-listed mining company that is its leading shareholder, gave the go-ahead for the \$1.7bn smelter.

Billiton said construction had already begun on the 250,000 tonnes a year smelter, located near the deep water port of Maputo.

It aimed that the first anodum would be produced early in 2001 and that the smelter should be operating at full capacity six months later.

Dave Munro, a Billiton executive director, said the smelter would be doubled in size when market conditions permitted. Global aluminium demand, 21m tonnes last year, was growing at 2.4 per cent, he suggested.

Tobacco is Zimbabwe's leading export, accounting for more than a quarter of export earnings.

At the start of the season, the industry was hoping to earn at least 200 cents a kg, or \$40m. However, present indications suggest that gross earnings will be down to \$30m and exports, after allowing for value-added, to \$40m from \$55m in 1997.

Mozal will be the single biggest project investment made in Mozambique and

the largest investment worldwide in fiscal 1997 for the International Finance Corporation, the private financing arm of the World Bank that is providing some of the \$250m of debt finance.

Billiton will be the biggest equity investor in the project, contributing 47 per cent, or \$45m. Mitsubishi will hold 25 per cent, for \$30m, and the South African government-owned Industrial Development Corporation (IDC), 24 per cent for \$25m.

The government of Mozambique will have the remaining 4 per cent, for a contribution of \$20m.

All the partners, except

the government, will be entitled to buy a percentage of the smelter's output equivalent to their shareholdings.

The smelter will add 10 per

cent to Billiton's aluminium production capacity, which was boosted to 1m tonnes a year by the 1996 completion of the \$1.2bn Hillside smelter in Richards Bay, South Africa. Mr Munro said the group also hoped to win the international tender for Venezuela's state-owned aluminium business.

Billiton has a 10-year contract to supply Mozal's aluminium, the raw material for

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LONDON SHARE SERVICE

WORLD STOCK MARKETS

EUROPE												ASIA												AMERICA																		
AUSTRIA (May 14 / Sch)	Order	2,694	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E	+/-	High	Low	Y/M	P/E
Belgium	Order	408	+/-	2.38	2.38	1.9	3.8	35.59	Thales	385	+/-	433	213.0	1.9	+/-	40.50	27.21	2.14	21.4	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect		
Denmark	Order	409	+/-	1.38	1.38	1.2	1.8	2.5	Vertis	420.00	+/-	450	23.3	2.3	15.3	+/-	50.70	49.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect	
Finland	Order	472	+/-	1.93	1.93	1.4	2.1	2.5	Vertis	348	+/-	382	10.0	2.7	1.7	2.1	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Germany	Order	547	+/-	1.93	1.93	1.4	2.1	2.5	Vertis	121.50	+/-	340	21.0	2.7	1.7	2.1	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	364.30	+/-	1.76	1.76	1.4	2.1	2.5	Vertis	355	+/-	349	50.0	1.7	1.7	2.1	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	442	+/-	489	161.10	1.1	17.5	2.5	Vertis	373	+/-	349	50.0	1.7	1.7	2.1	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	610	+/-	518	517	1.5	17.5	2.5	Vertis	348	+/-	349	50.0	1.7	1.7	2.1	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	2,633	+/-	5,050	2,520	1.5	17.5	2.5	Vertis	348	+/-	349	50.0	1.7	1.7	2.1	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,080	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,047	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	636	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	785	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1	Vertis	1,198	+/-	1,048	2,100	2.4	2.7	1.7	+/-	30.10	28.10	19.12	22.2	+/-	10	50	120	28.15	+/-	1,060.00	+/-	2,600	1,063	+/-	0.7	19.8	+/-	2.25	+/-	0.8	1.85	+/-	1700	Collect
Spain	Order	1,426	+/-	1,038	567	1.3	14.5	2.1																																		

FT/S&P ACTUARIES WORLD INDICES

The FTSE® Actuaries World Indices are owned by FTSE International Limited, Standard & Poor's and Compustat in the U.S. The indices are computed by FTSE International and licensed to FTSE International, Standard & Poor's and Compustat in the U.S. Faculty of Actuaries and the Institute of Actuaries. NatWest Securities Ltd. was a co-founder of the indices.

NATIONAL AND REGIONAL MARKETS Figures in parentheses show number of basis points of stock	WEDNESDAY MAY 13 1986								THURSDAY MAY 14 1986								DOLLAR INDEX			
	US Dollar Index	Day's Change %	Posed Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Dx. Yield	US Dollar Index	Posed Sterling Index	Yen Index	DM Index	Local Currency Index	52 week High	52 week Low	Year ago Index				
Australia (72)	203.76	-1.3	184.88	172.84	188.33	215.40	-0.6	3.66	206.43	187.27	174.84	190.46	216.92	243.87	190.26	231.30	216.92	190.26	231.30	
Austria (29)	241.44	-0.4	219.07	204.57	223.15	223.02	-0.2	1.47	242.41	210.91	205.08	223.66	223.54	242.41	181.90	223.54	242.41	181.90	223.54	
Belgium (26)	338.85	1.2	307.46	267.11	313.18	308.58	1.4	2.36	334.88	303.80	283.30	308.87	302.34	338.86	234.33	246.34	338.86	234.33	246.34	
Brazil (28)	235.20	-0.4	213.41	188.28	217.39	196.71	-0.3	1.99	236.16	214.24	199.78	217.89	208.07	322.44	184.84	258.07	232.44	184.84	258.07	
Canada (120)	245.76	-1.1	222.99	208.23	227.15	230.78	-0.3	1.56	248.40	225.35	210.14	229.18	257.59	248.78	198.10	218.59	248.78	198.10	218.59	
Denmark (34)	503.56	-1.0	450.90	426.86	465.42	453.85	-0.8	1.30	508.64	461.43	430.30	453.23	467.86	521.81	375.32	386.86	521.81	375.32	386.86	
Finland (28)	445.50	-0.6	405.13	378.31	412.68	508.25	-0.4	1.20	449.00	407.33	379.85	414.26	508.09	451.12	267.38	222.42	451.12	267.38	222.42	
France (79)	319.65	0.4	290.04	270.05	295.45	298.88	0.5	1.97	318.52	288.97	289.47	293.89	297.34	318.93	212.42	222.42	318.93	212.42	222.42	
Germany (58)	290.19	1.1	263.30	245.87	268.21	288.21	1.2	1.23	287.12	280.47	242.90	264.91	264.91	290.93	204.88	218.88	290.93	204.88	218.88	
Greece (37)	280.01	2.1	264.07	237.25	258.80	518.84	2.1	1.49	274.27	248.82	232.03	253.06	606.18	298.79	264.86	492.07	298.79	264.86	492.07	
Hong Kong, China (58)	226.05	-4.1	259.54	242.38	264.38	284.55	-4.1	5.53	256.18	270.51	252.28	275.12	256.68	500.03	262.93	492.07	262.93	492.07	262.93	
Indonesia (27)	30.49	-2.4	27.86	25.83	28.15	211.25	-8.4	3.34	38.79	36.10	33.88	36.71	230.89	254.90	27.67	230.89	254.90	27.67	230.89	
Ireland (16)	557.68	1.1	500.54	487.41	509.87	548.62	1.4	1.77	545.29	494.77	461.39	503.20	541.09	580.44	338.98	348.98	580.44	338.98	348.98	
Italy (54)	167.11	-1.4	151.82	141.58	154.45	215.78	-1.3	1.28	169.48	153.75	143.38	158.37	221.55	177.15	85.93	88.52	177.15	85.93	88.52	
Japan (488)	93.92	0.0	85.22	79.58	86.81	79.58	0.2	0.98	93.90	85.18	79.44	86.63	79.44	141.12	88.52	121.55	141.12	88.52	121.55	
Malaysia (107)	158.07	-3.0	141.61	132.24	144.25	223.24	-3.0	2.97	160.95	146.01	136.16	148.50	240.51	541.84	113.56	122.56	541.84	113.56	122.56	
Mexico (28)	1575.53	-1.6	1429.54	1334.92	1456.18	14679.12	-1.2	1.82	1601.07	1452.47	1354.48	1477.21	14864.56	1601.98	1386.63	1418.63	1601.98	1386.63	1418.63	
Netherlands (19)	514.45	0.6	465.78	435.89	475.48	470.36	0.3	1.96	511.49	484.02	422.71	471.92	466.85	521.95	368.99	369.99	521.95	368.99	369.99	
New Zealand (14)	69.18	-0.5	62.77	58.61	63.94	68.67	-0.2	4.76	69.53	63.07	58.82	64.15	68.73	96.47	69.18	51.81	96.47	69.18	51.81	
Norway (38)	343.41	-0.4	311.59	290.97	317.40	347.88	0.1	1.80	344.78	312.78	291.88	318.11	347.45	374.84	261.82	304.82	374.84	261.82	304.82	
Philippines (22)	92.53	-3.6	83.96	78.40	85.52	182.38	-2.9	1.14	95.99	87.08	81.21	88.58	127.76	173.10	57.54	151.01	173.10	57.54	151.01	
Portugal (15)	278.93	0.1	233.09	226.34	257.80	347.79	0.4	1.08	278.77	252.90	225.84	257.21	346.40	296.39	278.77	362.01	296.39	278.77	362.01	
Singapore (43)	180.96	-5.2	164.19	153.32	167.25	136.14	-4.4	2.17	190.98	173.26	161.57	176.21	144.58	401.75	144.58	390.01	401.75	144.58	390.01	
South Africa (47)	317.43	0.0	288.01	268.95	293.38	352.55	0.1	2.53	317.55	268.08	260.65	292.99	352.14	364.24	227.86	362.86	364.24	227.86	362.86	
Spain (31)	372.88	-0.9	338.33	315.94	344.84	428.52	-0.8	1.79	376.37	341.44	318.40	347.25	429.73	386.89	236.28	245.28	386.89	236.28	245.28	
Sweden (49)	558.71	-1.5	514.24	507.28	533.35	681.03	-0.5	1.72	607.76	551.36	514.16	580.75	684.53	672.15	439.58	442.58	672.15	439.58	442.58	
Switzerland (30)	407.07	-0.3	369.35	344.98	376.23	373.00	-0.6	1.08	408.51	370.80	345.80	376.91	375.11	410.80	285.85	286.85	410.80	285.85	286.85	
Thailand (39)	22.51	-4.2	20.42	19.07	20.51	34.07	-3.5	6.23	23.49	21.31	19.87	21.57	35.32	68.09	13.10	61.01	68.09	13.10	61.01	
United Kingdom (206)	384.22	0.2	348.62	325.54	335.12	348.82	0.2	2.82	363.51	347.92	324.44	353.84	347.92	401.84	283.10	302.10	401.84	283.10	302.10	
USA (835)	455.99	0.3	414.64	387.20	422.37	456.98	0.3	1.41	453.70	413.41	385.52	420.45	455.70	482.18	335.78	348.78	482.18	335.78	348.78	
The World Index (2470)	291.48	-0.1	264.48	246.97	269.41	266.73	0.1	1.64	291.34	264.30	245.47	268.80	266.35	296.57	241.30	242.30	296.57	241.30	242.30	

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Source: Accolade FTSE 100 Accolade latest prices were available for this edition.

Emerging markets:

IFC investable indices

Dollar terms

NEW YORK STOCK EXCHANGE PRICES

4 pm close May 14

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GLOBAL EQUITY MARKETS

GLOBAL EQUITY MARKETS																											
US INDICES					US DATA					BONN					JAPAN					FRANCE							
Day Jones	May 13	May 12	May 11	1998	Since compilation	High	Low	Stocks traded	May 13	May 12	May 11	May 14	May 13	May 12	1998	Since compilation	May 14	May 13	May 12	1998	Since compilation						
Standard & Poor's	921.84	916.77	909.52	921.84	750.42	921.84	41.22	1,375	913	912	907	914.58	913.57	912.56	915.58	915.52	914.52	913.51	912.51	911.50	910.50						
Treasury Bonds	104.79	104.48	104.42	105.48	104.42	105.48	54.88	1,151	1,150	1,149	1,148	105.48	105.47	105.46	105.50	105.49	105.48	105.47	105.46	105.45	105.44						
Transport	3442.92	3355.04	3405.95	3386.02	3194.35	3386.02	13.23	1,074	1,073	1,072	1,071	3194.35	3193.34	3192.33	3193.35	3193.34	3192.33	3191.32	3190.31	3189.30	3188.30						
Utilities	260.43	252.73	252.12	251.18	252.65	251.18	16.53	1,074	1,073	1,072	1,071	252.65	251.64	251.18	251.64	251.63	251.18	251.17	251.16	251.15	251.14						
U.S. Ind. Day's High	9223.02	9214.08	Low 9176.57	9223.51	(9223.51)	(9223.51)																					
U.S. Ind. Day's Low	9223.54	9217.72	Low 9170.57	9205.88	(9205.88)	(9205.88)																					
Standard & Poor's Composite	1118.00	1115.79	1106.64	1120.54	927.59	1120.54	4.40	2,249	971	2,248.98	1,932	2,249.50	2,248.49	2,248.48	2,248.47	2,248.46	2,248.45	2,248.44	2,248.43	2,248.42	2,248.41						
Standard & Poor's Composite	1308.20	1304.35	1294.21	1311.45	1077.40	1311.45	3.32	2,249	971	2,248.98	2,052	2,249.50	2,248.49	2,248.48	2,248.47	2,248.46	2,248.45	2,248.44	2,248.43	2,248.42	2,248.41						
Standard & Poor's Composite	133.89	133.72	132.17	148.83	110.55	148.83	7.13	1,444	971	1444.98	1,474	148.83	148.82	148.81	148.80	148.79	148.78	148.77	148.76	148.75	148.74						
U.S. Corp.	578.20	576.28	575.27	585.82	497.47	585.82	4.84	2,249	971	2,248.98	2,544	585.82	585.81	585.80	585.79	585.78	585.77	585.76	585.75	585.74	585.73						
U.S. Corp.	742.99	743.58	744.03	758.57	846.41	758.57	524.20	2,249	971	2,248.98	2,544	846.41	846.40	846.39	846.38	846.37	846.36	846.35	846.34	846.33	846.32						
NASDAQ Comp.	1888.18	1880.16	1848.07	1917.81	1503.22	1887.81	34.87	2,249	971	2,248.98	2,544	1503.22	1503.21	1503.20	1503.19	1503.18	1503.17	1503.16	1503.15	1503.14	1503.13						
NASDAQ Comp.	477.48	476.13	476.90	481.41	410.88	481.41	12.36	2,249	971	2,248.98	2,544	410.88	410.87	410.86	410.85	410.84	410.83	410.82	410.81	410.80	410.79						
U.S. RATIOS																											
U.S. Ind. Ind. Div. Yield	May 8	May 1	Apr 24	Year ago	1.56	1.54	1.55	1.71																			
A & P Ind. Div. yield	May 6	Apr 28	Apr 22	Year ago	1.33	1.35	1.32	1.32	23.33																		
A & P Ind. Div. yield	30.68	30.29	31.13																								
INDEX FUTURES																											
S&P 500					Open	Latest	Change	High	Low	Est. vol.	Open Int.	CAC-40 (200 x Index)					Open	Set Price	Change	High	Low	Est. vol.	Open Int.				
Day	1123.80	1118.10	-5.90	1124.00	1116.10	108.513	335.933					Day	4001.0	4002.5	-10.5	4011.0	3988.0	506	36,283	DAX							
Day	1132.20	1130.50	-5.80	1132.30	1128.60	961	13.908					Day	3991.0	3982.0	-3.0	3991.0	3980.5	9	20,088	Day	5360.0	5360.0	-7.00	5404.5	5326.0	22,877	122,730
Day	15270.0	15210.0	-120.0	15410.0	15210.0	21,317	197,165					Day	5402.5	5425.0	-1.00	5402.5	5371.0	12	17,694	Day	7579.0	7560.0	-35.0	7615.0	7585.0	7523.2	76,388
INTERVALS for previous day																											
WORLD MARKETS AT A GLANCE																											
Country	Index	May 13	May 12	May 11	1998	High	Low	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998	1998				
Argentina	General	2240.76	2251.71	2267.94	23485.47	233	1827.48	21	2.8	19.5																	
Australia	All Ordinaries	2759.4	2773.7	2768.9	2861.40	164	2562.40	121	3.3	20.1																	
Belgium	All Mfg.	845.6	852.8	867.1	713.10	234	552.28	131																			
Bolivia	Crude Adam	44	570.83	40	561.85	75	427.44	131	1.5	16.0																	
Bulgaria	ATX Index	1585.61	1578.92	1580.54	1580.55	11/5	1245.88	131																			
China	Shanghai B	47.20	47.52	48.23	58.58	102	48.89	121	0.8	41.4																	
China	Shenzhen B	83.21	83.08	83.00	98.97	102	77.98	121																			
China	Shanghai B	3105.67	3111.48	3079.63	3144.24	224	2357.78	101	1.9	20.1																	
China	Shenzhen B	103.20	103.00	103.00	103.00	103	103.00	102																			
China	Bovespa	1039.0	1077.0	1079.0	1229.80	154	9118.00	971																			
China	TSE 100+	468.45	470.08	471.08	475.28	154	380.03	121	1.5	23.2																	
China	Metal Minis+	4013.90	4038.32	4102.91	4380.01	103	3442.35	121																			
China	Portfolios	7695.00	7707.49	7717.70	7822.38	224	6235.98	121																			
China	China Bond	4411.19	4423.03	4468.29	4681.85	173	4203.47	271	2.8	14.6																	
China	Shanghai B	47.20	47.52	48.23	58.58	102	48.89	121	0.8	41.4																	
China	Shenzhen B	83.21	83.08	83.00	98.97	102	77.98	121																			
China	Shanghai B	4011.88	4019.76	3987.33	4018.76	135	2828.54	121	2.3	19.0																	
Denmark	CopenhagenSE	735.38	746.66	745.03	778.84	74	867.88	121	1.3	22.2																	
Denmark	CopenhagenSE	381.86	383.84	387.12	383.18	214	345.40	272	00	00																	

Set May 9: Taiwan Weighted Price (b); Taiwan Comp Ex 374.78; SS: Muenster, ♦: Toronto, ♦: Chicago, ♦: Cincinnati, ♦: DETHM-DAW 2000-basis points; May 14 0345.28-35.51; ♦: Cincinnati, *: Calculated at 15:00 GMT, ©: Excluding bonds, ♦: Industrial, plus Utilities, Financial and Transportation, ♦: The DJ Ind. index theoretical day's high and low are the averages of the highest and lowest prices reached during the day by each stock, whereas the actual day's high and low represent the highest and lowest values that the stock has reached during the day. (The figures in brackets are previous day's). ♦: Subject to official verifications, ♦: Nikkei and ME indices are based on Japanese Total Market Indices, ♦: Muenster.

THE NASDAQ STOCK MARKET

6 pm close May 14

AMEX PRICES

EASDAQ

Independent pan European Stock Market focused on high growth companies with international perspectives								The shares of			
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Mid price	Change	Volume	High	Low	Companys	Mid price	Change	Volume	High	Low	
on day						on day					
US\$6.125		0	7.125	2.25	Gruppo Formula	US\$48.000	-3.000	20563	65550	16250	
US\$10.000	+500	7640	38000	12450	Integronics	US\$10.75	-0.25	10825	76.5	68.75	
US\$19		89134	21.625	5.075	Intgr. Surv. Syst. +	DEM411.5	-0.3	500	125	105	
FF116		0	165	9	Lamond & Rausel	US\$13.625	-2.125	124117	103.5	95	
US\$6.075		2000	10.3125	6.8125	Meliora	US\$19.375	-0.6875	370152	20.125	7.1875	
US\$2.525	-0.1	9100	7.15	1.7	Meteor Int'l	US\$11.25	0	12.975	8		
US\$11.515	+450	4430	46.25	20.375	NTL	US\$42.75	-0.5	0	45.5	20.5	
US\$3.755	+250	260	9.125	5.075	Option Int'l	US\$46.875	-1.375	32225	60.25	10.375	
US\$3.24		50	37.1875	13.25	Praefecta	US\$6.375	-1.125	3665	7.825	2.125	
FF116.43	+0.13	500	117	68.00	Royal Olympic	US\$15.375	-0.25	400	18.5	13.525	
US\$17.555	-0.125	400	19.25	4.975	Schaeffler-Bleckmann+	Sch1773	-2	2070	1795	600	
US\$44	-0.13	0	49.125	24.5	Scipion Int'l	SGH14000	+700	3173	14850	3005	
US\$25.125	-0.125	16550	27.25	13.5	Turbogear Technol +	US\$38.75	-0.05	9550	11.93	2.1	

STOCK MARKETS

Bomb tests and profit warning cast pall

WORLD OVERVIEW

Continued worries about events in Asia and Wednesday's late profits warning from US computer group Hewlett-Packard hit sentiment over global stock markets yesterday, writes Philip Coggan.

While Asian markets were mixed - Hong Kong staged a rally but Singapore suffered a decline of more than 2 per cent - the rioting in Indonesia and the tension between

India and Pakistan continued to affect sentiment over the rest of the globe.

The FTSE & Pacific Basin index has lost all the gains made in the first two months of 1998 and is now down on the year, in dollar terms, as investors' hopes for a rapid Asian economic rebound have evaporated.

Meanwhile the warning from Hewlett-Packard that second-quarter earnings would be significantly below earnings expectations

ensured a difficult start to trading on Wall Street. The weakness of Asian demand was one of the factors affecting Hewlett's results.

The Dow Jones Industrial Average, which closed at an all-time high on Wednesday before the Hewlett announcement, quickly lost nearly 100 points. A fall in Treasury bonds, after a higher-than-expected core inflation number, also weighed on equities. German Federal Reserve open market committee meets on May 19.

However, the early losses were soon contained. An upbeat statement from IBM chairman Louis Gerstner steadied technology stocks. In Europe, the Bundesbank left interest rates unchanged, as expected, although most economists believe there will be a rate rise later this year as part of the process of monetary union convergence. German retail sales figures showed

little sign of inflationary pressure.

Most markets drifted lower, but the losses were contained. An upbeat statement from IBM chairman Louis Gerstner steadied technology stocks.

In Europe, the Bundesbank left interest rates unchanged, as expected,

but

the

Vice President

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Interested candidates should contact Kieran Ryan on 0171 269 1871, or write to him enclosing a full curriculum vitae at Michael Page City, 50 Cannon Street, London EC4N 6JJ or fax 0171 329 2986, e-mail: kieranryan@michaelpage.com. Please quote reference number 350429.

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- Manage performance review process and co-ordinate portfolio reorganisation. Some international travel.

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- Graduate with thorough understanding of principles of investment management. Two to six years' relevant experience crucial.
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- Talented presenter with strong interpersonal skills. European language ability helpful. Team player.

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Financial Times

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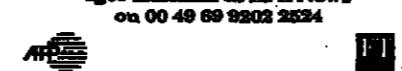
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Financial Times

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Candidates should be nationals of an EU member state and will ideally have gained three to five years' experience in the relevant areas with a leading financial institution, preferably with an international outlook. Fluent Italian and English are requisites, and proven ability in one or more other European languages will be an asset. Remuneration will reflect qualifications and experience and there are attractive prospects for career advancement within a young and dynamic team.

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Credit Analyst

Edinburgh

SEAM is the asset management arm of Scottish Equitable plc and part of the AEGON Group, one of the largest financial services organisations in the world. Funds under management at SEAM have increased threefold in the last five years to over £17bn and the fixed interest team currently manages over £6bn.

The search for yield and the advent of the single European market means that credit analysis is becoming an increasingly important part of our fixed income investment decision making process. As a member of the fixed interest team you will work closely with the fund manager responsible for credit portfolios to develop a rigorous credit rating and bond valuation model. Maintaining a working dialogue with AEGON's credit team in the US will also form a key part of your remit and over time it is expected that your responsibilities will include the management of portfolios.

To succeed in this role we are looking for a numerate graduate, BMR qualified or equivalent, with strong PC skills. Whilst an experienced credit analyst would be preferred, consideration will also be given to equity analysts with at least 2 years experience who can demonstrate effective analytical and communication skills.

We offer an excellent working environment with a competitive salary and flexible benefits package which includes a bonus scheme related to fund performance, non-contributory pension scheme and a subsidised mortgage facility.

If you have the skills and experience we are seeking and would like to contribute to our future success, please apply in writing only, enclosing a CV and stating current salary details, to: Colin Ross, Personnel Department at Scottish Equitable plc, Edinburgh Park, Edinburgh EH12 9SE. Closing date: Wednesday 27th May 1998.

**ACCOUNTANCY APPOINTMENTS****GLOBAL HEAD OF AUDIT****CITY****& EXCELLENT**

This UK based Plc with 10,000 employees in 300 offices worldwide has built a reputation as being a leader within its sector of the financial services markets.

As the group continues to move forward the need has arisen to recruit a senior audit professional to take on global responsibility for reporting on the adequacy and effectiveness of the group's systems of Internal Control, to the audit committee. The successful candidate will be expected to develop and maintain strong working relationships with internal clients and external auditors alike to ensure effective use is made of all resources.

The ideal candidate will have specialised in the application of modern auditing

techniques and will have experience of supervising staff at management level. He or She will fit the following profile:

- be a professionally qualified ACA
- have a strong financial services background, with at least 10 years experience
- have the ability to advise and act in a consulting role whilst maintaining the highest standards of professional independence
- be able to demonstrate a commitment to the auditing profession with a view to driving the team forward

- be capable of communicating at all levels and challenging senior management on points of contention

The above position is an exciting prospect for someone looking for an interesting professional working environment. Interested applicants should send a detailed Curriculum Vitae stating package to David Chancellor at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Tel: 0171 379 3333. Fax: 0171 915 8714. E-mail: david.chancellor@robertwalters.com Web: <http://www.robertwalters.com>. You may also apply via <http://www.robertwalters.com> quoting reference RWE2.

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR AMSTERDAM BRUSSELS FRANKFURT NEW YORK HONG KONG SINGAPORE SYDNEY MELBOURNE BRISBANE WELLINGTON AUCKLAND JOHANNESBURG

Control Your Destiny Or Someone Else Will

Jack Welch, Chairman & CEO

Open Day

Global Finance Opportunities

GE is the highest market value industrial company in the world (\$278 billion). Operating in 12 key businesses as diverse as manufacturing, media and financial services, GE has a AAA rating and 1997 revenues of \$90 billion. Strong growth is achieved both organically and by acquisition.

Built on 120 years of innovation, GE provides opportunity for those who have a vision, with the energy and confidence to pursue it. The success of the Group is founded on the basic principles of Value, Service and Productivity.

GE is hosting an open day on Saturday 13th June 1998 for high calibre finance professionals from newly qualified to CFO level.

Activities will include: keynote speakers and workshops covering topics such as integration/acquisition, the Euro, quality and controllership.

Candidates will:

- Be degree educated and hold a recognised accounting qualification.
- Have enormous energy and the ability to energise others.
- Be strong communicators with drive and a high degree of professionalism.
- Set aggressive goals and understand accountability and commitment.
- See change as an opportunity not a threat.

If you feel you meet these criteria and would like to talk to GE about opportunities, please contact our retained consultants promptly as there are limited places available.

Interested candidates should contact Gary Watson at Michael Page International by sending a detailed curriculum vitae to Page House, 39-41 Parker Street, London WC2B 5LN. Alternatively, telephone him on 0171 269 2251 or fax 0171 242 1020, e-mail: gary.watson@michaelpage.com

GE

*Trademark of General Electric Company, U.S.A., which is not connected with the English company of a similar name.

Regional Banking Audit

International Investment Bank Based in Hong Kong

Excellent career opportunity in Asia

Our client is a premier international investment bank with a well established presence in the Asia Pacific region. As a result of expansion and its renewed focus across the region, the internal audit department is recruiting to increase its team. Positions exist at both junior and senior levels.

Reporting to the Regional Head of Internal Audit, you will undertake a regional role in assessing the client's overall risks, reviewing key controls across existing and new businesses and assessing and developing controls over new products. Ideally, you will be a qualified accountant with at least four years experience gained in a 'Big 6' firm working with banking.

clients or, alternatively working within a financial institution. A strong knowledge of fixed income products would be a distinct advantage. You must be assertive, committed and hardworking. Fluency in English and strong interpersonal skills are also essential to enable you to liaise internally and externally, as is a willingness to travel. You should also be able to demonstrate a high degree of pro-activeness and initiative and the ability to work under pressure and in a team.

Interested applicants should contact Joanna Adolph at Michael Page City, 50 Cannon Street, London EC4N 6UJ, or telephone her on 0171 269 1840. Please quote ref 421909. e-mail: joanna.adolph@michaelpage.com

Michael Page

C I T Y

London • New York • Paris • Amsterdam • Frankfurt • Milan • Madrid • Hong Kong • Singapore • Sydney

Chief Financial Officer**Ghana/West Africa****£ Attractive + Expat Benefits**

MIC (Millicom International Cellular SA) is one of the fastest growing and most exciting cellular communications companies operating today.

Holding over 30 cellular licences worldwide, they provide cellular communications to countries where rapid economic growth and limited telephone services combine to create a significant demand for the companies products.

Millicom's operation in Ghana is the leading cellular company in an increasingly competitive market. To maintain its role as industry leader and to continue expansion by increasing both the customer base and the geographical coverage, its financial team's contribution is critical.

The company now requires a CFO to lead the team, to provide strong financial leadership and consolidate their position as Number 1 in the cellular phone market.

- Support the Managing Director with efficient handling of key regulatory, fiscal and tax matters.
- Prepare monthly reports and analysis for parent company.
- Analyse and interpret key performance indicators to maximise the revenue.
- Develop and manage state-of-the-art IT solutions.

You will hold a recognised international accounting qualification, be ambitious, self motivated and able to effectively demonstrate either a track record in a similar role or the potential to succeed in this environment.

Please send your curriculum vitae to Jonathan Stokes at Michael Page International, Page House, 39-41 Parker Street, London WC2B 5LN, or fax on +44 (0)171 831 3440, quoting reference 420290 e-mail: jonathan.stokes@michaelpage.com

Michael Page

INTERNATIONAL

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

Financial Director

Commercial role for an IT orientated finance professional

Hamble, S Hants c £45,000 + Car + Bonus & Benefits

Marine Developments Limited (MDL) is the largest marina operator in the UK. With a wide portfolio of high quality marinas in 16 prime locations, it has a turnover of £25 million and employs 220 staff. The business provides a wide range of leisure and services facilities to the boat owner, both directly and through commercial tenants, from berthing to storage, restaurants to chandleries, fueling to repairs.

An opportunity has arisen for a finance professional to take responsibility for both the finance and IT functions to provide financial and management control via effective management information systems. Through a staff of eight in finance and IT, the incumbent will provide:

- ◆ Timely financial and management information.
- ◆ Budgets, forecasts and long term planning.
- ◆ Cash and treasury management.



Marine Developments Ltd

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Spain - Singapore - UK - USA

Country Finance Director

Based in the Midlands

Plastic Omnium is recognised as a world leader in the manufacture of engineered plastic products for use in a range of applications including components for automotive interiors, exteriors and fuel systems, municipal services, high performance plastics and components for use in the medical and pharmaceutical industries.

The Group is in the forefront of technical innovation within its core markets employing the very latest world class manufacturing techniques in meeting the requirements of a prestigious client base.

Plastic Omnium operates more than 50 factories worldwide, in 20 countries on four continents. Plastic Omnium Limited operates in several locations in the UK. Whilst the Group is French owned, it can genuinely claim to have a truly international culture.

Due to continued expansion, Plastic Omnium Limited now wishes to appoint a senior finance executive to take responsibility for its UK operations.

As the most senior finance specialist in the UK, the successful candidate will report to the UK Managing



£ To Attract The Best

Director and will have a strong functional link with the Group finance headquarters in France.

The role will include responsibility for the tax, legal and company secretarial affairs of the UK businesses and their financial statements. This will include the associated consolidation and the provision of assistance and back up to the subsidiaries as necessary. In addition, the successful candidate will be responsible for the development of information systems including the implementation of new systems as appropriate. Furthermore, the role will also include responsibility for the internal audit and treasury management of the UK operations, in accordance with Group policy.

This is a senior appointment to the UK business and as a result it is anticipated that candidates will be aged at least in their mid 30's with a number of years relevant experience within a blue-chip environment.

Interested candidates should apply enclosing a full CV and covering letter to Andrew Jones, Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham, B4 6QD, quoting reference number 418546 or e-mail: andrewjones@michaelpage.com

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

European Financial Controller

OUTSTANDING OPPORTUNITY FOR A FAST TRACK ACA

c. £50,000 + Benefits

As one of the largest real estate organisations in the world, our client enjoys an enviable reputation for revolutionising the industry through their building design, operations and management. Headquartered in Houston, Texas, they have an extensive network of offices across the US and in nine locations across Europe. The company has significant expansion plans in place which will increase its current investment value to more than \$20 billion and expand its international presence, providing services to clients on a truly global basis. They now seek an exceptional finance professional to complement their senior management team based in their European Headquarters.

Reporting to the Finance Director you will be responsible for the day-to-day financial management for this division. Key responsibilities include:

- Production of timely financial and management accounts, implementing financial controls, systems and policies across Europe.

- Preparing detailed management reports including budgets, cash flows, forecasts, assisting with strategic planning and providing commercially focused management information.
- Providing assistance with start-up operations, including setting up new offices and recruiting, training and developing accounting staff.

Candidates will be ACA qualified with a minimum of three years experience gained within a fast moving commercial organisation with experience of formulating and implementing financial controls within an international environment. This is a challenging and demanding role which will require a grasp of day-to-day management as well as the ability to make a significant contribution to the performance and profitability of the business. Travel to regional offices is required and fluency in an additional language would be useful.

To apply, please send your CV with a covering letter including daytime telephone number and current salary details to Harvey Nash plc, 10 St Peter Street, Liverpool L1 7AH. Tel: 0151 232 1233. Fax: 0151 232 0352. Please quote reference number EN6001. You may also apply via <http://tinyurl.com/HarveyNash>.

Harvey Nash

FINANCE

To £60,000 + bonus & benefits, options

Major UK Quoted Multinational

London

Head of Internal Audit

Internal auditor has created an excellent opportunity for a talented finance professional to join this highly regarded quoted £2 billion turnover UK group with significant overseas operations, particularly in the US. Influential remit to maintain best audit practice and introduce progressive new methodologies as the business expands both organically and through acquisition. A senior entry point with real potential to move into the line.

- Reporting to the Group FD and the Head of the Audit Committee, providing leadership and guidance to the established UK and US internal audit departments, promoting a proactive stance to assist senior divisional line and financial management.
- Supporting the Group FD in maintaining the quality and robustness of internal controls and championing best practice in the operating companies.
- Developing appropriate new methodologies, including self assessment, and monitoring post investment performance of major capital expenditure programmes.

Leeds 0113 230 7774
London 0171 298 3333
Manchester 0161 459 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. TRM/28238-S/SL
18 Connaught Place,
London WC1B 2SD

See in 120

BLACK & VEATCH UK

Financial Controller

£50,000 Package + Car Allowance

- ◆ The development and full utilisation of internal MIS.
- ◆ To functionally provide review and analysis of management information.

Suitable candidates will be qualified accountants, aged between 30-45 who are well versed in corporate reporting and analysis and can indicate strong commercial awareness.

Additionally, excellent interpersonal skills are essential as the successful candidate must possess the ability to develop and motivate staff and be a proactive member of the management team.

Interested candidates should forward a comprehensive CV, together with current remuneration details to Alistair Robinson, Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG, fax 01372 370301, quoting ref 422301.

e-mail: alistairrobinson@michaelpage.com

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

BRAITRIM

Financial Controller

North London

To £50,000 + Car + Benefits

With a current turnover in excess of £50 million and an enviable record of profit growth over the last decade, Braitrim are well placed to achieve further success. As a market leading international supplier of product packaging to blue-chip retail and fashion industry customers, the company uses state-of-the-art techniques to meet an ever growing demand. Plans for the future include further international expansion and possible flotation. Reporting to the Financial Director, you will be responsible for the management and continued development of the accounting function. Specific responsibilities will include:

- ◆ Providing comprehensive financial and commercial support to division heads and operational managers.
- ◆ Developing financial strategy, monthly forecasting and budgetary control.
- ◆ The production of management and statutory accounts.

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

FINANCE DIRECTOR

Leading International Actuaries and Consultants



BACON & WOODROW

Actuaries and Consultants

Internationally WOODROW WILKINSON

Six Figure Package

Epsom

THE POSITION

- Reporting to the Managing Partner, undertake full executive participation, working with the Management Board to define, develop and drive the firm's growth and change management strategy.
- Lead, manage and motivate the finance function, ensuring the structure, resources and operating practices effectively support the firm. Develop team members for future career progression.
- Ensure the production and reporting of timely, accurate and effective financial and management information which meets the current and future needs of the business.
- Develop the finance function to pro-actively add value to the partnership through the analysis and interpretation of results, trends and financial indicators.

This is an outstanding opportunity to join a prestigious partnership at an important stage in their development. Interested candidates should write, enclosing full career and current salary details, quoting reference 2432 to the advising consultants Sharne Glenside or Julie Giggitt, Customer Division, Questor International, 3 Burlington Gardens, London W1X 1LE. Telephone 0171 292 6300 Fax 0171 287 5497. e-mail: sglenside@questorint.com



London

£100,000 + Bonus

Our client is a market leader in the leisure sector. The company has entered a period of significant and sustained expansion and expects to double in size in the next two to three years, through both acquisition and organic growth. In such a dynamic environment the role of the Finance Director is critical to achieving these goals.

As a member of the Board, and reporting to the Chief Executive, you will assume full responsibility for the finance function, leading a team of qualified accountants. In this results orientated business, where key personnel are rewarded on the basis of financial performance, managing the budget setting and review process and continually improving the presentation and dissemination of financial and management information, are critical responsibilities for the Finance Director. You will work closely with the Chief Executive, managing investor and banking relations and will be involved in formulating the long term strategy for the business.

The ideal candidate will be a graduate qualified accountant with outstanding technical skills and a very hands on style. Meticulous attention to detail is paramount in this role, as well as an aptitude for financial modelling.

To apply, please send a copy of your CV including current salary details to Charlotte Cole quoting reference 7099/5 at Deloitte & Touche, Stonecutter Court, 1 Stonecutter Street, London EC4A 4TR.

CHARTERED ACCOUNTANTS

LEADING-EDGE TECHNOLOGY CONSULTANCY

FINANCE DIRECTOR

SIX FIGURE PACKAGE + SHARE OPTION POTENTIAL

This is a rare opportunity to join a dynamic team that is at the forefront of the provision of IT services and products. In a premium position in this sector, this organisation has a clear strategic vision to maintain and drive forward its continued growth and success.

The company has grown rapidly over the last three years and now needs an exceptional and entrepreneurial Finance Director. The role will be demanding in that it requires the ability to work with a young and dynamic management team that expects results. The right individual will be focused and enthusiastic with an excellent communication style.

The Position

- Direct the Finance, Infrastructure and IT functions.
- Conduct corporate finance activities such as preparation for public flotation, M&A work and capital restructuring.
- Manage the relationship with external professional advisors and the city.

The Requirements

- Qualified accountant with commercial experience gained within a product/services focused organisation.
- Strong Corporate Finance expertise.
- Innovative and proactive with the ability to manage rapid change.
- Confident and robust personality to fit into a creative and energised culture.

Please send your CV with current salary details to: Sara Kenderdine-Hair, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 90532A/04.

K/F SELECTION
A DIVISION OF KORN/FERRY INTERNATIONAL

FUND MANAGEMENT

HEAD OF FINANCE & OPERATIONS

CITY

C. £100,000

Our client is the fund management arm of one of the largest universal banking groups in the world and is represented in over 300 cities across 31 countries worldwide.

This London-based fund management company is currently experiencing rapidly expanding business levels, as part of a group with over \$16 billion funds under management worldwide. An outstanding opportunity has now arisen for a high-calibre and hands-on Head of Finance and Operations to provide financial, operational and commercial leadership to this business, with responsibility for assisting in its further growth.

The Position

- Report to the Managing Director, with responsibility for managing the finance and operations functions.
- Assist the Managing Director in evaluating and monitoring new business developments to ensure the strategic growth of the firm.
- Ensure the company's finance and operational strategy supports its broad business objectives.
- Manage and motivate a small and established operations team.
- Develop strong working relationships with senior executives both internally and externally.

Please send your CV with current salary details to: Sara Kenderdine-Hair, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 90530A/04.

K/F SELECTION
A DIVISION OF KORN/FERRY INTERNATIONAL

MORGAN STANLEY DEAN WITTER

Senior Manager - Financial Control

Excellent Package

London

Morgan Stanley Dean Witter has a reputation as one of the world's leading financial services firms. Central to the firm's success is its commitment to recruit and develop individuals capable of enhancing its proven record of innovation and achievement.

THE POSITION

- ◆ New role. Provide accurate and timely financial advice to various trading desks and support functions.
- ◆ Develop strong relationships with tax, treasury and legal departments. Be a key contributor to the financial controllers team.
- ◆ Take ownership of and oversee implementation of specialist accounting initiatives to improve management information/reporting and overall operational effectiveness.

QUALIFICATIONS

- ◆ Graduate qualified accountant (preferably ACA). Minimum four years' PQE gained within financial institution or leading accountancy firm. Strong knowledge of wide range of banking products.
- ◆ Commercially astute and technically strong. Understanding of US GAAP and SFA regulations desirable. Proven record of project management to tight deadlines.
- ◆ Excellent communication skills. Confidence and credibility to operate and influence at senior level. Lateral thinker and self-starter. Thrive in an open environment.

Please send full cv, stating salary, ref PS805H2, to NBS, 21-26 Garlick Hill, London EC4V 2BX
Fax 0171 489 0698 Email richard@nb-selection.co.uk Tel 0171 379 1070

Aberdeen • Birmingham • Bristol • Cardiff • City • Edinburgh • Glasgow • Leeds • London • Manchester • Radley • Slough • Frankfurt • Madrid • Paris • NBS • Recruiters Excellence • ISO 9002 Registered

Group Tax Manager

International Blue Chip Plc

North West

To £60,000 + Car + Benefits

Unique opportunity for first rate tax professional to create a centre of excellence in this internationally renowned major British group.

THE COMPANY

- ◆ Respected market leader in processing and engineering with significant recent acquisition. Growing internationally. £1.5 billion turnover.
- ◆ Reputation for technical excellence, quality and innovation.
- ◆ Worldwide presence with subsidiaries/offices in North America, S.E. Asia, Europe and Far East.

THE POSITION

- ◆ Opportunity to gain board level exposure within a major plc environment.
- ◆ Provide a source of strategic tax direction across the group. Minimise tax liabilities for both domestic and international businesses.

Please send full cv, stating salary, ref MN80501FT, to NBS, PO Box 63, Wilmslow, Cheshire SK9 5FG
Fax 0541 500 001 Email mnbs@nb-selection.co.uk Tel 01625 539953

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Financial Reporting Manager

Package to £38,000

Wiltshire

British American Financial Services (BAFS) is the common identity for B.A.T. Industries' UK financial services businesses. Continued growth and future expansion plans have led to an opportunity for a high calibre financial professional within the Swindon finance team.

Reporting to the Group Accountant, you will be leading a small team responsible for preparing and reporting the results of the Allied Dunbar Group, as well as supporting financial reporting for other BAFS businesses. Operating with a wide remit, key responsibilities will include:

- working closely with our various business units to develop and enhance financial reporting processes and controls;
- responsibility for the reporting of interim and annual financial results under both UK and International GAAP;
- advising on accounting policy and practice;
- managing and enhancing financial reporting systems;
- ad-hoc projects including financial analysis and participation in multi-functional teams.

A graduate with an impressive academic background, you will be a professionally qualified accountant with up to three years' post qualification experience. You will have a proactive and commercially focused approach with strong technical skills. It is essential that you possess the ability to communicate with and influence others, at all levels, in the Group.

In return for your commitment, you can look forward to the career prospects you would expect from an organisation of our calibre and a flexible salary and benefits package (including relocation where applicable) which you can tailor to meet your personal needs.

To apply, send a comprehensive CV, including details of current remuneration, to: Jacqueline Cornell, Personnel & Organisation, Allied Dunbar Assurance plc, Allied Dunbar Centre, Station Road, Swindon SN1 1EL.

We are committed to Equal Opportunity and welcome applications from all sections of the community.

COUNTRY CONTROLLER

Middle East / Far East

Expat Package

Schlumberger

Established in 1919, Schlumberger has grown into a multi-national corporation operating in all the continents of the world.

Through its two main sectors of Oilfield Services & Measurement and Systems, the Company has an enviable track record for providing growth. The Group employs 57,000 people, has an annual turnover of nearly \$9bn, and produced a profit in 1996 of \$0.9bn.

The Role:
Due to continued worldwide expansion, Schlumberger is looking to recruit a Country Controller within the Middle/Far East. This position will involve working alongside general management in order to grow the business. The main function will be to provide financial information to the business unit, predominantly from an analytical standpoint.

The Candidate:
Schlumberger offers an excellent opportunity to join a high profile company with a strong work ethic where drive, ambition and a desire to succeed are all essential qualities. You will possess a recognised accountancy

HARRISON WILLIS
INVESTOR IN PEOPLE

An outstanding international opportunity

MANAGER GROUP FINANCE & SYSTEMS

Salary CHF 115,000 + Relocation + Benefits

Our client is a high technology manufacturing business which holds the number one position in each of the market segments in which it operates. The Group is headquartered in Zug, Switzerland with production facilities in Europe and USA, and further offices worldwide.

As part of a major programme to improve the efficiency of financial and management reporting systems across the organisation, they are looking to appoint an individual with responsibility for the ongoing development and implementation of this programme. The successful candidate will join a small, highly professional and proactive team responsible for all aspects of financial management and control of the Group.

A key element of this challenging, hands-on role will be the development of accounting policies, procedures and management information, with particular emphasis on

For further information, please contact Louis Tomazou (quotations on +44 171 205 1000 or send fax your CV to FSS Financial Systems, 14 Windmill Street, London W1P 2DY, Fax +44 171 205 1000, E-mail: lt@fss.co.uk or visit our website at www.fss.co.uk)

FSS FINANCIAL

Finance Director

Young, fast developing plc

North West

C. £70,000 + Bonus + Benefits

One of the success stories of the 1990s, this quoted group, capitalised at £300 million, has firmly established itself as the leader in its field. The company has gained an enviable reputation for innovation and is set to continue its remarkable growth by capitalising on opportunities in the UK and abroad whilst also establishing a wider group base.

This position has been created directly as a result of group re-organisation. The role will encompass all aspects of financial management of the group with specific financial control of the principal subsidiary and the company secretarial functions. Key tasks will include:

- providing business financial vision, advice and control;
- developing and implementing the company and group financial strategy and evaluation of group investment opportunities;

Please send a full CV in confidence to GKRS at the address below, quoting reference number 97889N on both letter and envelope, and including details of current remuneration.

GKRS
PARK HOUSE, 6 KILLINGRECK DRIVE, LEEDS LS14 6UP.
TEL: 0113 248 4848. FAX: 0113 248 4852.
A GKRS Group Company

International Tax Director

Paris, France

Substantial package

A wholly owned subsidiary of General Electric Company, GE Capital Services is a unique and dynamic service organisation whose activities span the globe through a network of 27 highly-focused businesses.

GE Capital Real Estate is a full service real estate investor with \$16 billion of assets. For more than a capital provider, GE Capital Real Estate provides financing solutions and customised high value services for commercial real estate properties. Transaction size ranges from \$1 million to over \$1 billion - activities encompass loans, recapitalisations, equity and selective purchases of loans or properties. Services include asset management, loan servicing and pension advisory.

The Global Tax Director (based in Stamford CT) now seeks to recruit an International Tax Director who will operate from the new European headquarters in Paris. In strategic partnership with him and a creative business team, you will manage the tax issues associated with the integration of acquisitions, as well as providing advice and counsel on acquisition proposals for the European, Nordic and Asian businesses (in fact all locations outside North, Central

and South America). You will combine your responsibilities as an international tax strategist with a commitment to achieving end results, and thus deliver ultimate value.

To qualify for this high profile role you will currently work at a senior level (5+ years post qualification experience in taxation) with a leading law or accountancy firm in continental Europe or the UK. Alternatively you may already be working as a senior tax specialist within the real estate sector, or conceivably in a front office role within an investment bank. With excellent practical international tax exposure, you will be recognised as a driving force and source of innovation throughout transactions. Naturally you would only consider a career move that would seriously enhance your future prospects.

French language skills are ideal, but are not a prerequisite.
Please forward a comprehensive résumé and covering letter to our retained adviser: Matthew Phillips, Bloor Morris, 179 Queen Victoria Street, London EC4V 4DQ. Telephone: (+44) 171 653 6740. Fax: (+44) 171 653 6740. e-mail: matthewphillips@bloormorris.com



GE Capital Real Estate

An equal opportunity employer

*Trademark of General Electric Company, U.S.A. which is not connected with the GE Capital Company of a similar name.



GENERAL MOTORS

INTERNATIONAL FINANCE OPPORTUNITIES

Frankfurt based

With manufacturers including Saab, Vauxhall, Opel and Cadillac, General Motors is one of the largest companies in the world. Turnover is in excess of \$160bn and the company employs over 600,000 people world-wide. This department is responsible for reviewing GM's European operating activities and acts as a genuine business partner to management. It is viewed as a talent pool for future finance executives and offers outstanding international career opportunities.

Tasks and responsibilities:

- Perform high-level operational audit reviews in Germany, Austria, Switzerland, Italy, Spain, Portugal, Greece, Turkey, Russia, Czech Republic, Poland and Hungary
- Examine the effectiveness of management systems and internal controls
- Carry out special projects as requested by management (due diligence, best practice, business reviews etc.)

If you are interested in this opportunity, fax a comprehensive CV to our advising consultant, Maxwell Williamson on +44 171 684 1114 or telephone him on +44 171 684 1112.

RENAIX JORDAN
Finance and Accountancy Recruitment

QATAR GENERAL PETROLEUM CORPORATION

Internal Audit Manager

QATAR STEEL COMPANY LTD.

This modern Company in the State of Qatar in the Arabian Gulf has 1,200 employees and produces 600,000 tons of steel bars annually.

Chief Internal Auditor

RAS LAFFAN LNG COMPANY LTD.

This new Company in Qatar will begin production shortly of 5 million tons p.a. of LNG from the huge North Field gas reservoir.

These premier companies in their fields are seeking high-energy professionals to establish modern Internal Audit divisions complying with IIA standards. The successful candidates will have appropriate Bachelor's degrees and CPA or CIA designation. They will be aged between 30 and 45 years with 5 years senior audit experience.

Employee Package:
These key management positions offer generous, tax free, married status packages, including accommodation, long annual leave with air fares, free medical, transport allowance, and other benefits.

Employees enjoy a quality family life-style in Qatar, with access to private colleges, extensive sports and shopping facilities, and international entertainment and tournaments.

How to Apply:
Candidates should forward their CVs with qualifications, experience, current salary, availability and contact telephone/fax, with 2 passport sized photographs to:

L.A. RECRUITMENT AND MANAGEMENT SERVICES LTD.
173 UNION STREET, ABERDEEN, AB11 6BB
Tel: (01224) 212929 Fax: (01224) 573845
e-mail: linadar@larecruitment.co.uk

APPLICATIONS CLOSE ON FRIDAY MAY 22nd, 1998

For more information about QGPC and Qatar please visit our website @ <http://www.qgpc.com.qa>

Targeting

Financial Communications Professionals



Dolphin Telecommunications Limited, part of the highly successful Telesystem/TIW Group of Canada, are rolling out Europe's first ever pan-European mobile network. TIW's current stock market capitalization is approximately US\$1.5 billion. Dolphin is the largest provider of SMR services to the mobile workforce market in Europe, with existing operations in the United Kingdom, France, Germany and Spain. Targeting the "professional mobile communications user" and using TETRA technology, Dolphin aims to provide all the benefits of digital cellular telephony but with the added features of instantaneous connection, group calling together with high speed data transmission.

Based at their European headquarters in Basingstoke, United Kingdom, Dolphin seek to appoint the following key personnel to play an integral part in preparing the Group for a possible flotation on the back of continued international expansion.

Group Financial Controller (Ref: DTL01)

Reporting to the Finance Director. Key responsibilities include:

- Identifying and implementing funding sources, including equity, high yield and bank and vendor debt.
- Control and consolidation of group accounting and reporting activities.
- Budgetary co-ordination and assistance to operating entities.
- Significant involvement in financings, together with ongoing involvement in mergers, acquisitions and international location issues.

Candidates for all positions should demonstrate a proven background in similar roles ideally, but not necessarily, encompassing Big 6 experience and exposure within the telecommunications, Data or related hi-tech markets. Experience within publicly listed entities would be a decided advantage. International exposure for all these roles is essential.

In return these posts offer excellent benefits, terms and prospects within one of the world's most progressive telecommunications groups.

Group Treasurer (Ref: DTL02)

Reporting to the Finance Director. Key responsibilities will include:

- Provide tax engineering advice relating to acquisitions, financing and capital structure and ensure best practice.
- Minimise VAT liabilities and advise on transfer pricing.
- Manage investor relations and banking relationships.

Candidates for all positions should demonstrate a proven background in similar roles ideally, but not necessarily, encompassing Big 6 experience and exposure within the telecommunications, Data or related hi-tech markets. Experience within publicly listed entities would be a decided advantage. International exposure for all these roles is essential.

In return these posts offer excellent benefits, terms and prospects within one of the world's most progressive telecommunications groups.

Group Taxation Manager (Ref: DTL03)

Reporting to the Finance Director. Key responsibilities will include:

- Consolidation of Group Accounts to meet financial and budgetary control criteria.
- International reporting of accounts to European (IAS), Canadian and US Reporting Standards.
- Support financial reporting and systems of operating entities.

GROUP FINANCE DIRECTOR

FULLY LISTED PLC - MANUFACTURING SECTOR

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• Excellent opportunity to join a highly regarded, small but rapidly growing fully listed plc and contribute significantly as it moves to the next stage of its development.

• Strong portfolio of businesses designing, manufacturing and supplying a discerning, 'blue chip' customer base with range of complimentary bespoke, added value products. Highly innovative, well invested and profitable.

• Working closely with the Group Chief Executive, challenges include assisting with the strategic development and operational management of the Group; continuing to build a commercially driven and proactive finance function; integration of acquisitions and investor relations.

• Graduate, qualified accountant, with proven track record at a senior level gained within a progressive and demanding organisation within the manufacturing sector. Experience of both line and corporate roles would be an advantage.

• Strong presentation skills with the stature and credibility to operate at Board level. Highly commercial with a customer service ethos. Able to build relationships with subsidiaries quickly.

• Powerful intellect, excellent team-building ability and creative approach to problem solving. Sense of urgency. Capability for career advancement.

Please apply in writing quoting reference 1637 with full career and salary details to:

Height Selection
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Tel: 0171 290 2029. Fax: 0171 290 2005
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Accountancy Positions

appear every Monday in the UK edition
and every Friday in the International edition.

For more information, please call:

Effie White on
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Fax: +44 171 873 4331

Director of Internal Audit Europe

The Director will be responsible for the European Internal Audit function, of a risk based approach, audit reports and controls. The Director will be a key member of the Executive Management. The Director will be responsible for the implementation of information technology and systems. The Director will be the General Auditor of Fort James Corporation (U.S.A.).

Appointments Advertising

appears in the UK edition every Monday, Wednesday & Thursday
and in the International edition every Friday.
For further information please call: Karl Loynton on +44 0171 873 3694.

JEPY in 1998

CORPORATE FINANCIAL MANAGER

£45,000 + Excellent Benefits

The ICI Group is one of the largest chemical companies in the world, with international strengths in coatings, speciality chemicals, materials and industrial chemicals. ICI aim to produce consistently high standards of performance through market leadership, technological edge and a world competitive cost base. Its vision is to be the industry leader in creating value for customers and shareholders.

As part of the Corporate Finance team based at the Group Headquarters, you will work closely with senior business and functional management. You will be involved in corporate projects from concept to completion and will be responsible for providing advice and support to businesses covering:

- Acquisitions • Divestments
- Financial Structures • Financial Arrangements • Joint Ventures

If you have the necessary qualities and would like to be considered for this exciting opportunity, please contact Dawn White (quoting ref: FT0159) at FSS Financial on 0171 419 0213 (direct line), fax 0171 419 0214, FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Fax 0171 419 0214. E-mail: dw@fss.co.uk or visit our website at www.fss.co.uk



ASSISTANT FINANCIAL CONTROLLER

LONDON

Our client is a pan European industrial group and a leader in manufacturing light-metal components and systems for the automotive and telecoms industries. Since its launch three years ago, the company has experienced very considerable growth through acquisition and now has an annual turnover of £160 million. The holding company is based in London and has 5 European manufacturing subsidiaries.

To keep up with this growth, the company is now looking to appoint a dynamic individual who will play a prominent role in the growth and future development of the business. Reporting directly to the Group Financial Controller, your key responsibilities will include:

- Improving financial management disciplines and implementing strict group wide financial controls
- Implementing a new reporting system ensuring uniformity of accounting policies

For further information please contact John Copeland at FSS Financial, reference FT0164, on 0171 209 1000. Alternatively, send/fax or e-mail to him at FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Fax 0171 209 0001. E-mail: jc@fss.co.uk or visit our website at www.fss.co.uk



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Honolulu to Hong Kong, Melbourne to Munich, Paris to Puerto Rico and Venice to Vegas, with over 650 stores in prime retail locations around the globe. The Disney Store is recognised as one of the most innovative and exciting retail brands in the world. Following this period of phenomenal growth and development two opportunities have arisen to join this dynamic finance team based in their new European head office located in Hemel Hempstead.

Both positions will provide a challenge from day one. The Financial Accounting Manager will manage and lead a team of six, controlling monthly group and local management information. When you join and drive you will be required to ensure all statutory requirements are met and liaise with all necessary external bodies. While all this is going on senior management will look to you to manage, review and prepare information to enhance decision making within the organisation.

The Accounting Controls Manager Again, you will manage and lead a team of ten, identifying, investigating and reporting on non-compliance of policy leading to the design of a range of procedures and processes for appropriate line management. You will have the presence and ability to source and

manage external business partner/supplier relations, whilst investigating current practices and identify cost savings.

Clearly, high calibre candidates are sought for these demanding and rewarding roles within international finance. Applicants will be qualified accountants with 2-6 year P&E who possess a strong track record in hands-on financial management within a large international Group. You will have to comply with the retail industry and international business culture, coupled with knowledge of US GAAP. A second European language is desirable.

Interested candidates should contact retained consultant Ryan Elliott on 0171 344 5193, or write enclosing a full CV and covering letter. Harrison Willis, Charlotte House, 39-40 Albermarle Street, London W1X 4HD. Please quote reference HW/FT01. Tel: 0171 344 0361. E-mail: ryan.elliott@hwgroup.com Internet: www.hwgroup.com

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FINANCIAL CONTROLLER

Guildford
Attractive Salary Package

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The Dennis Group is a world leader in the design and manufacture of specialist vehicles for selected international markets. By maintaining a sharp focus on their chosen markets and staying close to customers they are able to deliver innovative designs with superior operating performance.

The Group's goal is to deliver consistently above-average growth in earnings through a combination of organic growth in existing markets and penetration of new sectors with related products both at home and overseas. Dennis has confirmed its position as the UK's principal bus supplier with some 42% of buses registered in 1997 bearing the Dennis marque.

An excellent opportunity has arisen to join their main operating division based in Guildford. Reporting to the Finance Director and working closely with the senior management team the role encompasses the following:

- Responsibility for the accounting function, ensuring strict controls and procedures are adhered to;
- The provision of accurate financial information, including management accounts, budgets and forecasts;

- Managing and developing the finance team;
- Controlling systems and procedures for overseas operations in Europe and the Far East, necessitating a degree of travel.

The successful candidate must be able to demonstrate good management skills and proven commercial acumen. A qualified accountant with at least 3-4 years' P&E you will be technically strong and have a "hands-on" approach. Manufacturing experience, although not essential, would be advantageous. This well established group offers excellent career progression.

Interested applicants should contact Claire White, of Harrison Willis, 10 Quarry Street, Guildford, Surrey GU1 3UY. Tel: 01483 303300. Fax: 01483 303799. E-mail: claire.white@hwgroup.com Internet: www.hwgroup.com

HARRISON WILLIS
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TRAINEE FUND MANAGER

M&G

M&G Group PLC, an independent company listed on the London Stock Exchange, was established as an investment management company in 1931. The Group makes investments to the public through a wide range of unit trusts, PEPs, investment trusts and unit-linked life and pension policies and also provides investment management services to company pension funds, charities and other institutional clients. The Group now has £19.4 billion under management and over 800,000 customers.

M&G has a distinctive investment philosophy based on a reluctance to follow fashion, a bottom-up approach to stock selection and a long-term view of investment and performance.

In order to complement its existing skill base, the UK desk now wishes to recruit a second qualified Chartered Accountant to join its Fund Management team. Top 6-trained, candidates will demonstrate a proven track

EXCELLENT PACKAGE

record of achievement to date and a clear indication of interest in investment and/or fund management. Though a clean pass record and first-class academics are a pre-requisite, of greater importance is the ability to assimilate and communicate ideas and establish effective working relationships with clients. Confident and motivated, the successful applicant will assume genuine responsibility at an early stage.

For further details, please contact M&G's advising consultant, Adrian Thompson at Hall Alexander on 0171 240 2101, quoting ref AL1998 or write to him enclosing an updated curriculum vitae to the address shown below. You may also e-mail: adrian.thompson@hwgroup.com

Hall Alexander
Financial Recruitment Consultants

HW

114 St Martin's Lane, Covent Garden, London WC2N 4AZ
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INVESTOR IN PEOPLE

Our client manufactures, sells and services some of the world's most up-to-date scientific instruments utilised in both the medical and industrial sectors. With its parent based in Japan and businesses in many countries throughout the world, recent corporate strategies included the strengthening and expanding of its sales and service activities in Europe. To this end the organisation is now looking to recruit a Financial Controller for its UK business.

You will be:

- ACA, ACCA, ACMA qualified;
- Experienced in both implementation and development of IT systems;
- Enthusiastic with a proactive and helpful nature;
- Technically strong with a common sense innovative approach to financial control issues.

Interested candidates should submit their full CV to Paul Kotekha or Richard Baker, ACMA of Harrison Willis, 47 London Road, St Albans, Herts AL1 1LL. Tel: 01727 840660. Alternatively, details can be faxed on 01727 840662. E-mail: richard.baker@hwgroup.com Internet: www.hwgroup.com

HARRISON WILLIS
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IT Appointments

We help those who help the traveller. How far do you want to go?

Based at our world headquarters in Madrid, the following position is available:

Product Manager Internet Data Services
Ref: 610-1-98

Business Role: Analyse market and client needs for data related Internet products and projects, define products, co-ordinate and carry out the production process as well as the final administration and distribution.

Requirements: University degree in Business or Sciences, at least four years experience in product management of which two years as Project Leader in a New Technologies multinational firm. Database and/or statistical market data management experience. Marketing knowledge is essential. Excellent English both written and spoken, Spanish and/or French a plus. Knowledge in Travel and Reservations industry will be an asset.

We offer an attractive remuneration and an outstanding benefits package in a stimulating multicultural work environment.

Please address your application with a recent photograph, CV in English and letter with salary expectations, indicating the reference to: Amadeus Human Resources Department, Apdo. de Correos 20.172 - E-28027 Madrid. Email: jolechon@amadeus.net (if you send your CV by Email, please attach it in a Word 6.0 or RTF format)

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Chris Ibbotson on +44 171 873 3351



Systems Accountant

C. London from £40,000 + Car + Bonus + Benefits

Since its launch in 1996, Prudential Banking plc has become a major player in the UK Financial Services market, taking £1 billion of deposits. To support its ambitious plans for the continuing development of the Bank they are seeking to recruit a key technical specialist for the Finance Department.

Your principal responsibility will be to maintain, support and develop the Bank's General Ledger system, collating key information on all aspects of a rapidly expanding business to present to senior personnel. As a result, it is essential that you have a comprehensive understanding of the JD Edwards integrated accounting package, combined with exceptional interpersonal and communication abilities.

Such an influential position demands a flexible and innovative individual, with a first class track record in a systems administration environment and possessing the energy and drive to "make a difference". Part of a small team within the department, you will be committed to implementing creative solutions to the challenges posed by a dynamic operation. You will also formulate strong working relationships with business managers and non-technical personnel, both internally and outside the Bank.

A formal accountancy qualification is not necessary for this role, although an appreciation of management accounting would be advantageous. Strong spreadsheet skills will ideally be combined with a good working knowledge of database applications, such as Access. Salary will not be a limiting factor for the ideal candidate.

Write with full CV, including contact telephone numbers and salary details, quoting reference FT/166, to Patrick Donnelly, PD Consultants, 23 Durston Road, Kingston-Upon-Thames, Surrey KT2 5RR.

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Why are the brightest young developers working in the City? Because they're needed. In financial markets it is technology which is driving the business, shaping its possibilities and setting the parameters of what can and can't be done.

This is why the City looks for the best technologists to help increase business growth. Every application is business critical - demands and standards are consequently high.

The first requirement is that you have an exceptional level of native intelligence which has been focused by the discipline of a numerate degree - possibly mathematics, physics or computer science. The second is that you have the imagination and creativity to anticipate solutions for tomorrow's needs as well as today's.

In terms of specific technical skills, each of our clients will have particular requirements. For example, we are currently partnering a leading bank seeking to recruit application developers to work on messaging systems utilising Visual C++/SQL Server with the opportunity to develop Java skills. Alternatively, a major UK investment bank urgently seeks computer science graduates for various development projects which demand C and Unix skills. In addition, a major UK bank requires a Delphi/CSQL developer to join a team tasked with front office development work. One of the UK's leading managers of systems programmers at various levels (with between two-four years' experience) with technical expertise in C on Unix, on RDBMS and, ideally, C++, OO, NT and Java. Finally, a leading banking organisation seeks analysis programmers with Visual Basic, NT, client server and, ideally, SQL server or Oracle, to develop user service applications.

In all cases the potential rewards are high. If you possess the qualities our clients seek, experience of financial markets is not required because they will be looking at your general achievement and potential rather than specific applications you have built in the past.

For further details, please contact Andrew Keene on 0171 800 1500. Alternatively, send your CV, quoting reference YDFT923, to McGregor Boyall Associates, 114 Middlesex Street, London EC3J 7JH. Fax: 0171 247 7476. Email: pdw@mcgregor-boyall.com or visit our web-site at www.mcgregor-boyall.com

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BOND TECHNOLOGIES

European Head of IT Engineering and Infrastructure (Equities)

Total Package circa £200k

Our client is one of the world's largest corporate and investment firms with 50 offices across six continents and total capital in excess of \$11 billion.

The Global Engineering Infrastructure and Support Team is an autonomous unit that provides a dedicated service to the Global Equities Department. It is responsible for virtually all technical services within the division except application development.

We now seek a European Head of IT Engineering and Infrastructure to drive the European Equities division of the Global Engineering Infrastructure and Support Team. Reporting directly to the global head of the division, you will control a seven figure budget and have the opportunity to shape a team to work in 14 countries throughout the European network.

Technical Engineering decisions will form the core of this role which encompasses all technical design and implementation of the infrastructure; delivery of engineering and technical support to a consistently high standard; and cost benefit analysis.

In addition, the successful candidate will be responsible for creating stability and cohesion across all departments throughout Europe, strengthening relationships with user groups and improving business understanding.

In the first instance please call Debra Young or Justin Willis on 0171 877 0755 or send your full CV by post, fax or Email to Maxwell Jamieson at the address below quoting reference FT01.

maxwell Jamieson

International Financial Centre 25 Old Broad Street, London EC2N 1HN
Tel: +44 (0) 171 877 0755 Fax: +44 (0) 171 877 0714
Email: mail@maxjam.co.uk

SYSTEMS CONTROL MANAGER

EXCELLENT OPPORTUNITY IN NEW TREASURY FUNCTION

LONDON

- Previously Britain's largest building society the Halifax converted to plc status in 1997. With assets of over £150 billion a customer base of over 20 million and almost 900 branches, it is one of Britain's leading banks.
- A major business sector of the Halifax Group, Halifax Treasury plans to expand its activities to create a full service bank treasury and capital markets division. This will involve relocating part of the business to London.
- A key player in the IT function will be the Systems Control Manager who will be responsible for establishing a professional quality controlled environment. Activities will include devising and implementing standards and procedures, conducting risk analysis on systems, regulatory liaison and advising on information security.

c. £60-80,000 + SUBSTANTIAL BENEFITS

- Graduate calibre, you will have at least ten years experience in an IT function of a wholesale/investment bank. Extensive experience of systems methodologies and control techniques will be combined with an understanding of systems risk/compliance modelling techniques and implementation of QA/QC disciplines within an IT function. Audit exposure and knowledge of products in areas such as money markets, foreign exchange and capital markets would be advantageous.
- You will be a self-starting, tenacious facilitator who is able to operate effectively in a new operation at both strategic and operational levels. You will have excellent communication, interpersonal and people management skills as well as a strong propensity to action.
- This is an excellent opportunity to set up a small high profile team and gain exposure to the business as a whole as well as to senior management across the bank.

Please apply in writing quoting reference 1624 with full career and salary details to:
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Tel: 0171 290 2044
www.whitehead.co.uk

Whitehead
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